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**CFETP 63AX & 1101**  
**Parts I and II**  
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## **ACQUISITION MANAGERS**

**(63AX & 1101)**



## **CAREER FIELD EDUCATION AND TRAINING PLAN**

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CAREER FIELD EDUCATION AND TRAINING PLAN  
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OPR: SAF/AQH

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**ACQUISITION MANAGEMENT**  
**AFSC 63AX-1101**  
**CAREER FIELD EDUCATION AND TRAINING PLAN**

**PART I**

**PREFACE**

1. **Highly Trained Acquisition Managers.** A highly trained, motivated military and civilian workforce is the Air Force's key resource in meeting challenges of the future. The Air and Space Expeditionary Force (AEF) concept is dependent on cutting edge warfighting capabilities and their sustainment for mission success. It is essential the Air Force have a fully trained and qualified Acquisition Management corps able to lead and manage programs to deliver warfighting systems that meet requirements, on time and on budget. The Career Field Education and Training Plan (CFETP) for civilian and military acquisition managers provides the framework and guidance necessary for planning, developing, managing, and conducting the career field training program. The plan documents the "training roadmap" for the career field. This roadmap identifies mandatory qualification and training certification requirements acquisition managers must receive during their time in acquisition management.

2. **The CFETP.** The CFETP consists of two parts that are used to plan, manage, and control training within the acquisition management [1101 (APDP position coded "A") and 63AX] career field.

2.1. Part I includes four sections that provide information necessary for overall management of training in the career field. Section A explains how to use the plan; Section B identifies career progression information, duties and responsibilities, training strategies; Section C associates each skill level with qualifications (knowledge, training, education, experience, etc.); Section D indicates resource constraints in formal/unit training (i.e., funds, manpower, equipment, facilities).

2.2. Part II includes five sections. Section A identifies the course content and includes duties and tasks to support AFIT and unit training requirements; Section B contains a follow-on unit training task list that supervisors will use to teach new acquisition managers local operating/unit specific procedures and operations, requirements, and common acquisition management procedures; Section C identifies available support materials; Section D contains a training course index supervisors can use to determine resources available to support both mandatory and optional training; Section E can be used to identify MAJCOM unique training requirements. At unit level, supervisors and trainers use Part II to identify, plan, and conduct training commensurate with the overall goals of this plan.

3. **Using the CFETP.** Commanders/Directors and supervisors must use this CFETP to ensure Acquisition Managers receive training and skill-enhancing experience at appropriate stages in their development. All military 63AX and civilian 1101 acquisition managers should be familiar with the CFETP for their use as a supervisor or a trainee. It is in the best interest of the trainee's career to do their best to accomplish items in this CFETP to develop the job knowledge they need, stay on par with their peers, and be competitive for future jobs and promotion. The success and quality of the acquisition workforce depends on experience. Supervisors/Commanders/Directors have the responsibility to make sure trainees are developing the proper knowledge and experience to maintain a competent acquisition workforce and ensure the trainee is well equipped for their career. Completion of the core tasks on the Unit Training Task Lists are mandatory through the grade of Captain / GS-12 (or equivalent). These plans are UCI (Unit Compliance Inspection) inspectable items.

4. **Guidance for the 2012 revision.** Significant updates have been made throughout this document to provide acquisition managers and their supervisors with the most up-to-date career field and training

information. Previous edition CFETP narrative sections (Part I and Part II Sections A, B, and D) should be replaced with this edition's for the most current information. Previous edition (2008 CFETP) follow-on unit training task lists in Part II, Section C (now in Part II, Section B of 2012 CFETP) that are in-progress do not need to be replaced. A task list yet to be started should be replaced with this current edition's. For example, if an individual is working on their initial assignment task list (A1) then he/she may continue but should replace their second/third assignment task list (A2) with this 2012 revision. If the supervisor or trainee prefers to update their partially completed task list to the new version, they should transcribe previously completed tasks by reviewing them with their supervisor to determine which tasks in the new version are applicable to be marked complete.

## ABBREVIATIONS AND TERMS EXPLAINED

**Acquisition Manager.** An individual involved in managing a defense acquisition program covering every aspect of the acquisition process, including integrating engineering, program control, test and deployment, configuration management, production and manufacturing, quality assurance, and logistics support. Includes project officers, program management officers, ACAT program managers, PEOs, etc.

**Acquisition Workforce.** Individuals serving in acquisition coded positions; i.e., individuals whose duties are predominantly acquisition duties.

**ACAT. Acquisition Category.** Categories established to facilitate decentralized decision making and execution and compliance with statutorily imposed requirements. The categories determine the level of review, decision authority, and applicable procedures.

**ACE. Acquisition Center of Excellence.** A multidisciplined office with backgrounds in Acquisition Program Management, Contracting and Engineering. The ACE provides skills to complement acquisition IPTs to help them deliver the most effective capability to the warfighter quickly and within cost.

**ADA. Anti-Deficiency Act.** The salient features of this Act include: prohibitions against authorizing or incurring obligations or expenditures in excess of amounts apportioned by the Office of Management and Budget (OMB) or in excess of amounts permitted by agency regulations; and establishment of procedures for determining the responsibility for violations and for reporting violations to the President, through OMB and to the Congress.

**AFCFM. Air Force Career Field Manager.** Designated individual and office responsible for developing and sustaining career field resources. Acquisition Management's CFM is SAF/AQH (Air Force Directorate of Acquisition Career Management).

**AFFAM. Air Force Fundamentals of Acquisition Management.** Foundational course for acquisition managers, engineers and scientists. Introduces DoD acquisition rules and concepts in an Air Force context. Offered in-residence at AFIT/LS.

**AFIT. Air Force Institute of Technology.** AFIT offers Masters degrees in many Engineering disciplines, Engineering Management, Logistics Management, and Acquisition Logistics. Ph.D. programs are also available. AFIT School of Systems and Logistics (AFIT/LS) also provides professional continuing education courses (PCE). Refer to Section D.

**AFMC. Air Force Materiel Command.** Headquartered at Wright Patterson AFB, OH.

**AFSAC. Air Force Security Assistance Center.** AFSAC builds foreign partner capabilities in support of global security objectives.

**AFRL. Air Force Research Laboratory.** AFRL's mission is leading the discovery, development and integration of affordable warfighting technologies for America's aerospace forces. It is a full-spectrum laboratory, responsible for planning and executing the Air Force' science and technology program. AFRL leads a worldwide government, industry and academia partnership in the discovery, development and delivery of a wide range of revolutionary technology. The laboratory provides leading-edge warfighting capabilities keeping our air, space and cyberspace forces the world's best.

**AFSC. Air Force Specialty Code.** AFSCs are alphanumeric identifiers of occupational specialties of airmen and their skill levels.

**AFSPC. Air Force Space Command.** Headquartered at Peterson AFB, CO.

**AFISRA. Air Force Intelligence, Surveillance and Reconnaissance Agency.** Headquartered at Lackland AFB, TX.

**AIAA. American Institute of Aeronautics and Astronautics.**

**AIEET. Acquisition and Intelligence Experience Exchange Tour.**

**AMA. Analysis of Material Approaches.** Portion of the Functional Solutions Analysis of an AoA that provides a preliminary assessment of candidate materiel approaches.

**AoA. Analysis of Alternatives.** An analytical comparison of the operational effectiveness, suitability, and Life-Cycle cost of alternatives that satisfy established capability needs.

**ALC. Air Logistics Center.** A base managing the logistics and sustainment needs for warfighting systems and components. Ogden ALC at Hill AFB, Oklahoma City ALC at Tinker AFB and Warner Robins ALC at Robins AFB.

**ALCP. Acquisition Leadership Challenge Program.** 2½-day focused leadership course primarily for civilian and military acquisition managers sponsored by SAF/AQX with annual calls for nominations.

**ALEET. Acquisition and Logistics Experience Exchange Tour.**

**APB. Acquisition Program Baseline.** Prior to any program initiation, DoD 5000.2 requires all programs establish program goals and associated thresholds for cost, schedule, and performance. The program manager manages to this baseline.

**APDP. Acquisition Professional Development Program.** The Air Force's implementation of the Defense Acquisition Workforce Improvement Act (DAWIA), established to ensure career development within designated acquisition, technology, and logistics career fields.

**AT&L. Acquisition, Technology and Logistics.** 1. The workforce charged with performing acquisitions work. 2. The Under Secretary executive office charged with managing the AT&L workforce and making decisions at each milestone decision point for ACAT ID programs.

**CAE. Component Acquisition Executive.** The Service Acquisition Executive of a Military Department or the person designated to be the CAE by the Head of a DoD Component other than a Military Department. For the purposes of DoDD 5000.52, the Head of a DoD Component is the CAE for the DoD Components that have not designated a CAE. The USD(AT&L) performs this role for the OSD. The CAEs are responsible for all acquisition functions within their components.

**CARD. Cost Analysis Requirements Description.** The common description of the technical and programmatic features of the program that is used by the teams preparing the Program Office (PO), Component Cost Analysis (CCA), and independent Life Cycle Cost Estimates (LCCEs).

**CCA. Clinger-Cohen Act.** This act made significant changes to defense acquisition policy, with provisions incorporated in Title 40 and Title 44 of the United States Code. It requires certification for MAIS programs to be granted Milestone B approval.

**CCB. Configuration (or Change) Control Board.** The process designed to manage approved designs and the implementation of approved changes, not to influence the actual design process. Control is

achieved via the systematic proposal, justification and evaluation of design changes, followed by structured incorporation of those proposals that are approved.

**CDD. Capability Development Document.** A document that captures the information necessary to develop a proposed program(s), normally using an evolutionary acquisition strategy. The CDD outlines an affordable increment of militarily useful, logistically supportable and technically mature capability. The CDD supports a Milestone B decision review. See CPD also.

**CDE. Civilian Developmental Education.** A focused program dedicated to preparing high potential civilians as part of Total Force Development for the long-term leadership needs of the Air Force. CDE provides civilian development opportunities that include in residence Professional Military Education (PME), long term academic and experiential programs.

**CDRL. Contract Data Requirements List.** A DD Form 1423 list of contract data requirements that are authorized for a specific acquisition and made a part of the contract.

**CFETP. Career Field Education and Training Plan.** A comprehensive, multipurpose document that encapsulates the entire spectrum of training for a career field or specialty. It outlines a logical growth plan that includes training resources and identifies career field training requirements, eliminates duplication, and is budget defensible. The plan aids in identifying what education/training should be accomplished at what point on your way to becoming an Acquisition Manager.

**CJCS. Chairman of the Joint Chiefs of Staff.**

**CL. Continuous Learning.** OSD (AT&L) policy that promotes a philosophy of career-long learning by AT&L workforce members to promote proficiency and currency. DoD requires each acquisition workforce member to earn 80 CL points within a two year period (DoDI 5000.66 para. E2.2.8). As a rule of thumb, one point equates to one hour of course contact time or other event participation. To count for CL, the training or event must be directly acquisition related. All education and training requirements specified in the CFETP qualify as acquisition-related continuous learning as defined by the OSD policy.

**CLS. Contractor Logistics Support.** The performance of maintenance and/or materiel management functions for a DoD system by a commercial activity.

**CMM. Capability Maturity Model.** See CMMI (Capability Maturity Model Integration).

**CMMI. Capability Maturity Model Integration.** A description of the stages through which software organizations evolve the maturity of their software development processes. The model provides a guide for selecting process improvement strategies. Originally developed by the DoD Software Engineering Institute (SEI), the Software CMM (SW-CMM) is the most commonly used in the software engineering field. A more comprehensive and integrated process model, the Capability Maturity Model Integration (CMMI), is currently supplanting the SW-CMM.

**CoP. Community of Practice.**

**CORE, or CORE Depot Maintenance.** The capability maintained within organic Defense depots to meet the readiness and sustainability requirements of weapon systems that support the Joint Chiefs of Staff (JCS) contingency scenario(s).

**Core Plus.** A training construct designed to advance the DoD AT&L competency management model by providing a “roadmap” for the development of acquisition workforce members beyond only the minimum certification standards required to targeted training for their particular job assignment needs.



**Core Task.** Tasks Air Force specialty functional managers identified as minimum qualification requirements within an Air Force specialty or duty position. These tasks exemplify the essence of the career field—the foundation for mission performance.

**COTS. Commercial Off-the-shelf.** Commercial items that require no unique government modifications or maintenance over the life cycle of the product to meet the needs of the procuring agency.

**CPAR. Contractor Performance Assessment Report.** A recorded assessment of a contractor's performance, both positive and negative, on a given contract during a specific period of time.

**CPD. Capability Production Document.** Addresses the production elements specific to a single increment of an acquisition program. The CPD must be validated and approved before a Milestone C decision review. The refinement of performance attributes and Key Performance Parameters (KPPs) is the most significant difference between the Capability Development Document (CDD) and CPD.

**Currency.** Maintaining proficiency in the acquisition specialty, as demonstrated by meeting DoD and AF Continuous Learning (CL) standards and performing acquisition duties. See CL.

**CWBS. Contract Work Breakdown Structure.** A complete WBS for a contract. It includes the DoD-approved Program WBS extended to the agreed contract reporting level and any discretionary extensions to lower levels for reporting or other purposes. It includes all the elements for the products (hardware, software, data, or services) which are the responsibility of the contractor. This comprehensive WBS forms the framework for the contractor's management control system.

**DACM. Director of Acquisition Career Management.** The single point of contact in a component, designated to act on behalf of the service acquisition executive(s), with authority to manage the integrated execution and oversight of acquisition workforce education, training and career development. SAF/AQH is the Air Force DACM, on behalf of the AF Service Acquisition Executives for space and non-space programs.

**DAES. Defense Acquisition Executive Summary.** The principal mechanism for tracking programs between milestone reviews. A DAES report is provided by the Program Manager (PM) of a Major Defense Acquisition Program (MDAP) to the Under Secretary of Defense (Acquisition, Technology, and Logistics) (USD (AT&L)) each calendar quarter.

**DAU. Defense Acquisition University.** Provides mandatory, assignment-specific, and continuing education courses for military and civilian acquisition personnel within the Department of Defense.

**DAWIA. Defense Acquisition Workforce Improvement Act.** Signed into law in November 1990 and updated in 2004. DAWIA requires the Secretary of Defense, acting through the USD (AT&L), to establish education and training standards, requirements, and courses for the civilian and military acquisition workforce.

**DCAA. Defense Contract Audit Agency.** Conducts audit reviews of the contractor's accounting system policies and procedures for compliance.

**DCMA. Defense Contract Management Agency.** Performs the contract administration function.

**DFARS. Defense Federal Acquisition Regulation Supplement.**

**DFAS. Defense Finance and Accounting Service.** DoD's accounting firm.

**DISAM. Defense Institute of Security Assistance Management.** Provides professional education, research, and support to advance U.S. foreign policy through Security Assistance and Cooperation.

**DMSMS. Diminishing Manufacturing Sources and Material Shortages.** The loss, or impending loss, of the last known manufacturer or supplier of raw materials and other critical components for production or repair parts.

**DoD or DOD. Department of Defense.**

**DOTMLPF. Doctrine, Organization, Training, Materiel, Leadership and Education, Personnel, and Facilities (DoD).**

**DPEO. Deputy Program Executive Officer.** A military or civilian official who has responsibility for directing several Major Defense Acquisition Programs (MDAPs) with a PEO. See PEO.

**DPM. Deputy Program Manager.** An acquisition manager designated with responsibility for and authority to accomplish program objectives in support of the designated program manager. See PM.

**DSCA. Defense Security Cooperation Agency.** The DSCA leads, directs and manages security cooperation programs and resources to support national security objectives.

**DT. Developmental Test; Developmental Testing.**

**DT. Development Teams.** Teams of senior leaders who discuss and plan the career paths of civilians and officers in the acquisition workforce, in order to help them meet Total Force Development objectives.

**DT&E. Developmental Test and Evaluation.** 1. Any testing used to assist in the development and maturation of products, product elements, or manufacturing or support processes. 2. Any engineering-type test used to verify status of technical progress, verify that design risks are minimized, substantiate achievement of contract technical performance, and certify readiness for initial Operational Testing (OT).

**EMA. Expectation Management Agreement.** A document containing anticipated cost, schedule and performance of a system under acquisition, jointly signed by the user and the acquirer. Developed in an effort to keep requirements constant while a program manager focuses on delivering the expected system within cost and schedule. Changes to the EMA must be made at the General Officer level and should be updated annually in conjunction with the PMD. The EMA has recently changed to the Program Management Agreement (PMA).

**Enhancement Training.** OSD (AT&L) policy requires that all acquisition workforce members accumulate 80 hours of acquisition-related continuous learning (CL) credit every two years to maintain professional currency. See CL.

**EVMS. Earned Value Management System.** Industry developed set of 32 standards adopted for use by DoD in 1996 for evaluation of contractor management systems.

**EWI. Education With Industry.** A competitively-selected non-degree program with industry-leading companies for Air Force civilians and military officers to gain best practices from industry.

**Exportable Training.** Additional training via computer, paper text, interactive video or courseware, and other necessary means to supplement training.

**FAR. Federal Acquisition Regulation.** The regulation for use by federal executive agencies for acquisition of supplies and services with appropriated funds. The DoD supplement to the FAR is called the DFARS (Defense FAR Supplement).

**FDO. Fee Determining Official.** Approves the membership of the award fee board and makes the final decision on the amount of incentive fee the contractor has earned.

**FMS. Foreign Military Sales.** That portion of U.S. security assistance authorized by the Foreign Assistance Act (FAA) of 1961, and the Army Export Control Act (AECA). The recipient provides reimbursement for defense articles and services transferred from the United States.

**FOC. Full Operational Capability.** A date when all of a weapon, item of equipment, or system scheduled for a modernization effort are fully modified, delivered, and performing operational missions, or when full organizational support established for hardware, software, and support equipment, either organically or contractor provided, including identified and established Mobility Readiness Spare Packages (MRSP).

**FY. Fiscal Year.** For the United States Government (USG), the period covering 1 October to 30 September (12 months).

**GFE. Government Furnished Equipment.** See Government Furnished Property.

**GFI. Government Furnished Information.**

**GFM. Government Furnished Materiel.** Government property which may be incorporated into, or attached to, an end item to be delivered under a contract or which may be consumed in the performance of a contract. Also may be listed as GFE, GFP, GFI, etc, for equipment, property, and information.

**GFP. Government Furnished Property.** Property in the possession of or acquired directly by the government, and subsequently delivered to or otherwise made available to the contractor.

**IBR. Integrated Baseline Review.** A joint assessment of the Performance Measurement Baseline (PMB) conducted by the government program manager and the contractor.

**ICA. Independent Cost Analysis.** An analysis of Program Office Estimates (POE) and/or Component Life Cycle Cost Estimates (LCCEs) conducted by an impartial body disassociated from the management of the program.

**ICD. Initial Capabilities Document.** Documents the need for a materiel approach to a specific capability gap derived from an initial Analysis of Materiel Approaches (AMA) executed by the operational user and, as required, an independent analysis of materiel alternatives. The ICD defines the gap in terms of the functional area, the relevant range of military operations, desired effects and time. It also summarizes the results of Doctrine, Organization, Training, Materiel, Leadership, Personnel, and Facilities (DOTMLPF) analysis and describes why nonmaterial changes alone have been judged inadequate in fully providing the capability. Formerly Mission Needs Statement (MNS).

**ICD. Interface Control Document.** A requirements document indicating all the parameters for the successful interface with a given system or subsystem

**ICE. Independent Cost Estimate (ICE)** A Life Cycle Cost Estimate (LCCE) for Acquisition Category (ACAT) I programs prepared by an office or other entity that is not under the supervision, direction, or control of the Military Department, Defense Agency, or other Component of the DoD that is directly responsible for carrying out the development or acquisition of the program.

**ICS. Interim Contractor Support.** Temporary contractor support that allows the Service to defer investment in all or part of the support resources (spares, Technical Data (TD), support equipment, training equipment, etc.) while the organic capability is being phased in.

**IDE. Intermediate Development Education.** Educational opportunities inside and outside the AF to include but not limited to Air Command and Staff College, and identified advanced academic degree programs. See PME.

**IDE. Integrated Data Environment.**

**ILS. Integrated Logistics Support.** Comprised of ten elements: Manpower, Personnel, Maintenance, Supportability, Systems Engineering, Data Management, Supply, Transportation, Configuration Mgmt, and Training. ILS term is being replaced with acquisition logistics information.

**IMP. Integrated Master Plan.** An event-driven plan to deliver a product; documents the key events, accomplishments and criteria in the development, production and/or modification of a system.

**IMS. Integrated Master Schedule.** Expansion of IMP in detailed schedule format.

**IOC. Initial Operational Capability.** The first attainment of the capability to employ effectively a weapon, item of equipment, or system of approved specific characteristics with the appropriate number, type, and mix of trained and equipped personnel necessary to operate, maintain, and support the system.

**IQT. Initial Qualification Training.** A formal resident course, which results in award of the entry skill level, i.e., the Air Force Fundamentals of Acquisition Management (AFFAM) course.

**IPM. Intermediate Project Management.** AFIT-based two-week course attended by military and civilian acquisition managers between 30-36 months of acquisition management experience.

**IPT. Integrated Product Team.** Team composed of representatives from appropriate functional disciplines working together to build successful programs, identify and resolve issues, and make sound and timely recommendations to facilitate decision-making.

**IT. Information Technology.** Any equipment or interconnected system or subsystem of equipment, that is used in the automatic acquisition, storage, manipulation, management, movement, control, display, switching, interchange, transmission, or reception of data or information by the executive agency. IT includes computers, ancillary equipment, software, firmware and similar procedures, services (including support services), and related resources, including National Security Systems (NSSs). It does not include any equipment that is acquired by a federal contractor incidental to a federal contract. (CJCSI 6212.01C) See National Security System.

**J&A. Justification and Approval.** A document required by the FAR that justifies and obtains approval for contract solicitations that use other than Full and Open Competition.

**JCIDS. Joint Capabilities Integration and Development System.** Supports the Chairman of the Joint Chiefs of Staff (CJCS) and the Joint Requirements Oversight Council (JROC) in identifying, assessing, and prioritizing joint military capability needs as required by law.

**JCS. Joint Chiefs of Staff.**

**JROC. Joint Requirements Oversight Council.** Applies joint perspective to military requirements; chaired by the Vice Chairman of the Joint Chiefs of Staff.

**KPP. Key Performance Parameter.** Those attributes or characteristics of a system that are considered critical or essential to the development of an effective military capability and those attributes that make a significant contribution to the key characteristics as defined in the Joint Operations Concept. KPPs are validated by the Joint Requirements Oversight Council (JROC) for JROC Interest documents, and by the DoD Component for Joint Integration or Independent documents.

**LCC. Life-Cycle Cost.** The total cost to the government of acquisition and ownership of that system over its useful life. It includes the cost of development, acquisition, operations, and support (to include manpower), and where applicable, disposal. Also called Total Ownership Cost (TOC).

**LCCE. Life Cycle Cost Estimate.**

**LCMP. Life Cycle Management Plan.** This document integrates both the acquisition and sustainment strategies from concept development to disposal and provides all product support requirements of a supported system, subsystem, or major end item. The LCMP lays out full life cycle product support strategies; and maximizes system effectiveness from the perspective of the warfighter.

**LOA. Letter of Offer and Agreement.**

**LOR. Letter of Request.**

**M&S. Modeling and Simulation.** Provides virtual duplication of products and processes, and represents those products or processes in readily available and operationally valid environments.

**MAIS. Major Automated Information System.** An Automated Information System (AIS) program that is: 1) designated by the ASD(NII) as a MAIS; or 2) estimated to require program costs in any single year in excess of \$32 million (FY 2000 constant dollars), total program costs in excess of \$126 million (FY 2000 constant dollars), or total Life Cycle Cost (LCC) in excess of \$378 million (FY 2000 constant dollars). MAISs do not include Information Technology (IT) that involves equipment that is an integral part of a weapon system or is an acquisition of services program.

**MAR. Monthly Activity Report.** Monthly cost, schedule and performance report required by higher headquarters.

**MDA. Milestone Decision Authority.** Designated individual with overall responsibility for a program. The MDA shall have the authority to approve entry of an acquisition program into the next phase of the acquisition process and shall be accountable for cost, schedule, and performance reporting to higher authority, including congressional reporting.

**MDAP. Major Defense Acquisition Program.** An ACAT 1 program; estimated by the Under Secretary of Defense (Acquisition, Technology and Logistics) (USD(AT&L) ) to require eventual expenditure for research, development, test, and evaluation of more than \$365 million (fiscal year (FY) 2000 constant dollars) or procurement of more than \$2.19 billion (FY 2000 constant dollars).

**MFM. MAJCOM Functional Manager.**

**MNS. Mission Needs Statement.** Obsolete, see Initial Capabilities Documents (ICDs).

**MOA. Memorandum of Agreement.** 1. In contract administration, an agreement between a Program Manager (PM) and a Contract Administration Office (CAO), establishing the scope of responsibility of the CAO with respect to the Earned Value Management System (EVMS) criteria surveillance functions

and objectives, and/or other contract administration functions on a specific contract or program. 2. Any written agreement in principle as to how a program will be administered.

**MOU. Memorandum of Understanding.** De facto agreement that is generally recognized by all partners as binding even if no legal claim could be based on the rights and obligations delineated therein.

**MRSP. Mobility Readiness Spare Package.**

**NR-KPP. Net Ready-Key Performance Parameter.**

**NSS. National Security System.** Any telecommunications or information system operated by the Department of Defense (DoD), the function, operation, or use of which involves 1) intelligence activities, 2) cryptologic activities related to national security, 3) the command and control of military forces, 4) equipment that is an integral part of a weapons system, or 5) criticality to the direct fulfillment of military or intelligence missions. Subsection 5 in the preceding sentence does not include procurement of automatic data processing equipment or services to be used for routine administrative and business applications (including payroll, finance, logistics, and personnel management applications). (CJSCI 3170.01E)

**Nunn-McCurdy breach.** For ACAT I programs, a Unit Cost Report (UCR) breach that shows significant cost growth to its original or current baseline estimate requiring Congressional notification.

**OJT. On-the-job Training.**

**OPR. Office of Primary Responsibility.**

**ORD. Operational Requirements Document.** Obsolete, see Capability Development Document (CDD) and Capability Production Document (CPD).

**OSD. Office of the Secretary of Defense.**

**OSS&E. Operational, Safety, Suitability and Effectiveness.** The requirement that a system or end-item be of acceptable risk to life, health, property, and environment, can be placed satisfactorily in field use, and accomplish the mission.

**OT. Operational Test; Operational Testing.**

**PCA. Permanent Change of Assignment**

**PBL. Performance Based Logistics.** The preferred sustainment strategy for weapon system product support that employs the purchase of support as an integrated, affordable performance package designed to optimize system readiness. PBL meets performance goals for a weapon system through a support structure based on long-term performance agreements with clear lines of authority and responsibility.

**PCE. Parametric Cost Estimate.**

**PCO. Procuring Contracting Officer.** The individual authorized to enter into contracts for supplies and services on behalf of the government by sealed bids or negotiations, and who is responsible for overall procurement under the contract.

**PDE. Primary Developmental Education.** Educational opportunities inside the AF to include but not limited to Squadron Officer School. See PME.

**PDMSS. Program Depot Maintenance Scheduling System.**

**PDOC. Procurement documentation.** Part of the documentation required annually, specifically tabulating and describing procurement dollars, to justify the President's budget to Congress.

**PEO. Program Executive Officer.** A military or civilian official who has responsibility for directing several Major Defense Acquisition Programs (MDAPs) or Major Automated Information Systems (MAIS) and for assigned major system and non-major system acquisition programs.

**PESHE. Programmatic Environment, Safety and Occupational Health Evaluation.**

**PM. Program Management.** The process whereby a single leader exercises centralized authority and responsibility for planning, organizing, staffing, controlling, and leading the combined efforts of participating/assigned civilian and military personnel and organizations, for the management of a specific defense acquisition program or programs, throughout the system life cycle.

**PM. Program Manager.** An acquisition manager designated with responsibility for and authority to accomplish program objectives for development, production, and sustainment to meet the user's operational needs. The PM shall be accountable for credible cost, schedule, and performance reporting to the Milestone Decision Authority (MDA). See SPM and PGM.

**PMA. Program Management Agreement.** A document containing anticipated cost, schedule and performance of a system under acquisition, jointly signed by the user and the acquirer. Developed in an effort to keep requirements constant while a program manager focuses on delivering the expected system within cost and schedule. Changes to the PMA must be made at the General Officer level and should be updated annually in conjunction with the PMD. The PMA has replaced the Expectation Management Agreement (EMA).

**PMB. Performance Measurement Baseline.** A time-phased budget plan for accomplishing work, against which contract performance is measured.

**PMBOK. Program Management Institute's Program Management Body of Knowledge.**

**PMD. Program Management Directive.** The official Headquarters (HQ) U.S. Air Force document used to direct acquisition responsibilities to the appropriate Air Force major commands, agencies, program executive offices (PEOs), or designated acquisition commander/director.

**PME. Professional Military Education.** PME schools prepare students from the Air Force, its sister services and allied nations for more responsible positions as they progress through their careers. Emphasis in these programs includes leadership, military doctrine and aerospace power. Link to Air University for additional info: <http://www.au.af.mil/au/>

**PMI. Program Management Institute.** Non-governmental organization that advocates standards and provides education for the program management career field.

**PMR. Program Management Review.** A scheduled or ad hoc review of a program's cost, schedule and performance.

**PO. Program Office.** The office of the Program Manager (PM) and the Government team responsible for program management. The central point for a program with industry, government agencies, and other activities participating in the system acquisition process.

**POC. Point of Contact.** Organizational representative; primary interface on an issue.

**POE. Program Office Estimate.** A detailed estimate of acquisition and ownership costs normally required for high-level decisions. The estimate is performed early in the program and serves as the basis for all subsequent tracking and auditing purposes.

**PPBE. Planning, Programming, Budgeting and Execution.**

**PGM. Product Group Manager.** Individual ultimately responsible for decision and resources for overall product group management. The single face to the customer responsible for all cost, schedule, performance aspects of the product group along with the sustainment elements.

**PMO. Program Management Office.**

**PRR. Production Readiness Review.** A formal examination of a program to determine if the design is ready for production, production engineering problems have been resolved and the producer has accomplished adequate planning for the production phase.

**PWS. Performance Work Statement.** A statement of work for performance-based acquisitions that describes the required results in clear, specific and objective terms with measurable outcomes.

**Qualification Training.** Training designed to qualify an acquisition manager on tasks identified in Part II of this CFETP.

**R&D. Research and Development.**

**RAA. Required Assets Available.** The set of equipment and procedures (to include fully trained personnel) to effectively meet initial operational capability (IOC). The RAA date is the date by which these assets are due to be delivered to the warfighter.

**RAM. Reliability, Availability, and Maintainability.** Requirement imposed on acquisition systems to insure they are operationally ready for use when needed, will successfully perform assigned functions, and can be economically operated and maintained within the scope of logistics concepts and policies.

**RCM. Requirements Correlation Matrix.**

**RDOC. RDT&E Documentation.** Part of the documentation required annually, specifically tabulating and describing RDT&E dollars, to justify the President's budget to Congress.

**RDT&E. Research, Development, Test and Evaluation.** 1. Activities for the development of a new system or to expand the performance of fielded systems. 2. An appropriation.

**Resource Constraints.** Resource deficiencies, such as money, facilities, time, manpower, and equipment, that precludes training from being delivered.

**RFP. Request for Proposal.** A solicitation used in negotiated acquisition to communicate government requirements to prospective contractor and to solicit proposals.

**RM. Risk Management.** Plans and actions taken to identify, assess, mitigate, and continuously track, control, and document program risks.

**RMP. Risk Management Plan.** A document that records the results of the risk planning process.



**RTO. Responsible Test Organization.** Test organization involved from the very beginning; key member of Integrated Test Team that develops the T&E strategy, writes the TEMP, etc. Performs government DT&E.

**S&T. Science and Technology.** Consists of projects in basic research, applied research, and Advanced Technology Development (ATD).

**SA. Security Assistance.** Materiel and services provided by the United States to eligible allies as specified by the Congress.

**SAE. Service Acquisition Executive.** See CAE.

**SAMP. Single Acquisition Management Plan.** Obsolete, see LCMP.

**SAR. Selected Acquisition Report.** Standard, comprehensive, summary status report of a MDAP ACAT I required for periodic submission to Congress. It includes key cost, schedule, and technical information.

**SATAF. Site Activation Task Force.** The organization required to bring a program, system, equipment, or site to operational readiness.

**SCP. Service Cost Position.** The Air Force's coordinated cost estimate.

**SDE. Senior Developmental Education.** Educational opportunities inside and outside the AF to include but not limited to Air War College, National Defense University, Industrial College of the Armed Forces, Army War College and Naval War College. See PME.

**SE. Systems Engineering.** A comprehensive, iterative Technical Management process that includes translating operational requirements into configured systems, integrating the technical inputs of the entire design team, managing interfaces, characterizing and managing technical risk, transitioning technology from the technology base into program specific efforts, and verifying that designs meet operational needs.

**SEP. System Engineering Plan.** A description of the program's overall technical approach including processes, resources, metrics, applicable performance incentives, and the timing, conduct, and success criteria of technical reviews.

**SEMP. System Engineering Management Plan.** Obsolete, see SEP.

**SLEC-P. Space Lift Exchange Career Program.** SLEC-P combines a specific Spacelift Air Force Institute of Technology Education With Industry (EWI) assignment and a Spacelift-focused crossover follow-on assignment.

**SMART. System Metric and Reporting Tool.** A web-based tool that provides a single interface for program managers to provide up-to-date program information to senior acquisition executives, SPDs, and other authorized individuals for insight into program and portfolio performance and health.

**SOLE. Society of Logistics Engineers.**

**SOO. Statement of Objectives.** A Government-prepared document incorporated into the solicitation that states the overall performance objectives. It is used in solicitations when the Government intends to provide the maximum flexibility to each offeror to propose an innovative approach.

**SORAP. Source of Repair Assignment Process.** The process used for determining whether a depot maintenance workload will be performed by an organic or a contract source of repair.

**SOS. Squadron Officer School.** The second course in the Air Force officer PME system. See PDE.

**SOW. Statement of Work.** The portion of a contract which establishes and defines all non-specification requirements for contractor's efforts either directly or with the use of specific cited documents.

**SPM. System Program Manager.** Designated individual with responsibility for and authority to accomplish program objectives for development, production and sustainment to meet the user's operational needs. For platforms/programs in the acquisition phase, the SPM is accountable for cost, schedule and performance and is the DoD 5000.1 Program Manager. Depending on the phase of the system (acquisition or sustainment), the SPM with normally reside at either a Product Center or an Air Logistics Center.

**SPO. System Program Office.** Obsolete term, see Program Office (PO).

**SSA. Source Selection Authority.** The official designated to direct the source selection process, approve the selection plan, select the source(s), and announce contract award.

**SSEB. Source Selection Evaluation Board.** A group of military and/or government civilian personnel, representing functional and technical disciplines, that is charged with evaluating proposals and developing summary facts and findings during source selection.

**STEM. Science, Technology, Engineering and Math.**

**SW. Software.**

**T&E. Test and Evaluation.**

**TD. Test Director.**

**TDS. Technology Development Strategy.** The Technology Development Strategy focuses specifically on the activities of the Technology Development Phase. Where feasible, the Technology Development Strategy should also discuss activities associated with the post-program-initiation phases of the planned acquisition.

**TEMP. Test and Evaluation Master Plan.** Documents the overall structure and objectives of the Test and Evaluation (T&E) program.

**TO. Technical Order.** Mandatory military orders that describe required actions or procedures, issued in the name of the Air Force Chief of Staff and by order of the Secretary of the Air Force.

**TOC. Total Ownership Cost.**

**Total Force.** All collective Air Force components (active, reserve, guard, and civilian elements) of the United States Air Force.

**TPM. Technical Performance Measurement.** Describes all the activities undertaken by the government to obtain design status beyond that treating schedule and cost. A TPM manager is defined as the product design assessment which estimates, through tests, the values of essential performance parameters of the current design of Work Breakdown Structure (WBS) product elements. It forecasts the values to be achieved through the planned technical program effort, measures differences between achieved values and those allocated to the product element by the Systems Engineering Process (SEP), and determines the impact of these differences on system effectiveness.

**TSP. Transition Support Plan**

**Upgrade Training.** Mandatory training, which leads to the award of a higher certification or AFSC.

**USAF. United States Air Force.**

**USD (AT&L). Under Secretary of Defense (Acquisition, Technology and Logistics).**

**WBS. Work Breakdown Structure.** An organized method to break down a project into logical subdivisions or subprojects at lower and lower levels of details.

**What-if Drill.** Query on hypothetical issue, typically with short suspense. Usually begins with “what would be the impact if your program funds were cut X%?”

**PART I**  
**Section A - GENERAL INFORMATION**

1. **Purpose and Use of the CFETP.** This CFETP provides information for Air Force Acquisition Managers, career field functional managers, commanders, directors, supervisors, trainers, and the technical training centers use to plan, develop, manage and conduct a robust career field training program. This plan identifies initial skills, upgrade, qualification, advanced, and continuation training. The CFETP has several purposes:

1.1 Serves as a management tool to plan, develop, manage, and conduct a career field training program. Also, it is used to ensure established training is provided at the appropriate point in an acquisition manager's career.

1.2 Identifies and recommends training for each phase of an acquisition manager's career.

1.3 Lists training courses available in the specialty, identifies sources of training, and provides the training medium.

1.4 Identifies major resource constraints that impact implementation of the desired career field training program.

2. **Roles and Responsibilities.**

2.1. The Air Force Acquisition Management Career Field Manager (CFM) will:

2.1.1. Maintain the CFETP. Recommended changes to the CFETP should be forwarded to SAF/AQH ([saf.aqh.apdp@pentagon.af.mil](mailto:saf.aqh.apdp@pentagon.af.mil)).

2.1.2. Host an annual review of the CFETP and acquisition management formal training with MAJCOM Acquisition Management (63AX and 1101) Functional Managers and AFIT to ensure currency and accuracy.

2.1.3. Ensure adequate resources are available to provide supervisors of acquisition managers initial and follow-on training in the use and maintenance of the CFETP.

2.2. AFIT will:

2.2.1. Develop/Revise formal resident and exportable training based upon requirements established by the users and documented in this CFETP.

2.2.2. Maintain and update AFFAM and IPM in conjunction with SAF/AQH and MAJCOM Functional Managers.

2.2.3. Coordinate with SAF/AQH for resource requirements and develop and present course material.

2.3. The MAJCOM functional manager will ensure training programs complement the CFETP mandatory initial skills and upgrade requirements and ensure that identified requirements can be satisfied by AFIT and DAU unit resident training, or exportable courseware/courses. Recommended changes to DAU or AFIT training shall be forwarded to SAF/AQH.

2.4. Unit leadership, to include Wing/Group/Squadron commanders and Directorate/Division/Branch directors and chiefs, along with immediate supervisors will ensure acquisition managers accomplish

career field training and familiarization programs as specified in this CFETP. Commanders/Directors will monitor the effectiveness of acquisition management training, notify MAJCOMs of formal training shortfalls to ensure timely correction, and develop a solid orientation program using the CFETP to ensure the best possible learning environment for acquisition managers.

2.5. Supervisors will:

2.5.1. Have a working knowledge of the CFETP and ensure individuals understand how to use the CFETP, know their responsibilities, and understand how they will work together to accomplish the tasks herein and deepen their knowledge of acquisition management.

2.5.2. Ensure acquisition managers attend required training as indicated in Table 1, Acquisition Manager Training Flow (Accessions), found in Part I, Section B. Supervisors will certify the acquisition manager's progression by documenting course completion on the core unit training tasks in the CFETP.

2.5.2.1. Ideally, new 63A1 military and 1101 civilian accessions should be scheduled for and attend AFFAM prior to or shortly after reaching their first assignment. If this is not the case, contact AFPC/DPPAO (Directorate of Personnel Program Management, Personnel Procurement and Development Division) to enroll the individual in this mandatory course.

2.5.2.2. Individuals cross flowing into acquisition management are scheduled for AFFAM by AFPC/DPASA (a division of AFPC/DPA, Directorate of Assignments). Those cross flowing from other acquisition career fields with three or more years of acquisition experience are exempt from the AFFAM requirement. Instead, they should attend IPM 301 while they are pursuing their Level II PM certification requirements. IPM is scheduled through the individual's office (or AFIT NOW). See Part II, Section A.

2.5.3. Ensure completion of core unit training tasks found in Part II, Section B.

2.5.3.1. Review CFETP with each individual within 30 days of assignment and bi-annually to coincide with the normal feedback cycle. Plot a path to complete all core (designated by \*) tasks within 36 months, or address those that must wait until next assignment.

2.5.3.2. Seek support from outside organizations, such as your local Acquisition Center of Excellence (ACE) office, for experiential opportunities that are not available within your organization (i.e. source selection, IBR, SORAP).

2.5.3.3. Network with other supervisors to identify local opportunities to fulfill core unit training tasks that may not be available on your program.

2.5.4. Augment core unit training tasks as required with the following:

2.5.4.1. Non-core tasks included in Part II, location/Center specific core/non-core training/tasks, Section B via AF Form 797, Job Qualification Standard Continuation, Command JQS, or other similar method such as electronic documentation.

2.5.4.2. Compliance with mobility requirements IAW with governing AFIs.

2.5.5. Provide feedback on the CFETP and on acquisition management education.

2.5.5.1. The CFETP will be reviewed annually and updated as required. It must remain a current, responsive and effective tool for educating and guiding acquisition managers. Through use of the CFETP, the capabilities of the career field will increase and the CFETP and related training courses

should constantly be evaluated and improved. Provide feedback and recommendations concerning the effectiveness and relevance of the CFETP. Recommendations should include specific suggestions for additions, deletions, and/or modifications. Submit comments to SAF/AQH.

2.5.5.2. AFIT will solicit feedback following student graduations from AFFAM, Intermediate Project Management (IPM) and other program management-related classes via surveys. Feedback will keep the education focused on the needs of the program offices.

2.6. The Acquisition Manager will complete the mandatory training courses and core unit training tasks listed herein, documenting their training completion in accord with Part II. Specific instructions are described in Part II, Section B.

2.7. Cross flow acquisition managers will maintain a 63AX CFETP while in the 63AX cross flow and accomplish all core tasks identified in this CFETP, as well as locally identified mandatory items. All cross flows will use the “First Acquisition Assignment” unit training tasks.

3. **Coordination and Approval.** The Career Field Manager for the Acquisition Management Career Field, SAF/AQH, is the approval authority for the CFETP.

**PART I**  
**Section B - CAREER FIELD PROGRESSION AND INFORMATION**

1. **Purpose.** This section provides information for career field functional managers, commanders, directors, supervisors, and trainers to plan career field progression in the civilian and military Acquisition Management specialty.

2. **Acquisition Management Specialty Description:** This career field is comprised of civilians in the 1101 occupational series assigned to positions APDP coded “A” and military officers assigned to positions with Air Force Specialty Code (AFSC) 63AX. Entry AFSC 63A1 and Qualified AFSC 63A3 are Acquisition Management Officers. The 63A4 AFSC is an Acquisition Management Staff Officer.

2.1. **Specialty Summary.** Manages defense acquisition programs covering every aspect of the acquisition process, including integrating engineering, , program control, test and deployment, configuration management, production and manufacturing, quality assurance, and logistics support. Performs functions essential to acquisition programs involving major defense acquisition programs and other major systems or subsystems. Performs acquisition support roles. Related DoD Occupational Group: 280400.

2.2. **Acquisition Management Duties and Responsibilities.**

2.2.1. Plans and organizes acquisition management activities. Plans, organizes, and develops program management techniques, and establishes internal controls to manage acquisition programs and support functions. Determines organizational structure, personnel, training needs, and security requirements. Establishes performance standards, work schedules, and priorities. Develops, reviews, coordinates, and executes acquisition management plans to support daily operations, contingencies, and war fighting capabilities.

2.2.2. Directs acquisition management activities. Supervises, manages, and administers all aspects of acquisition programs. Includes direction and participation to establish military, economic, and technical bases for acquisition programs in conceptual phases and throughout the validation, engineering and manufacturing, production, and deployment phases of an acquisition life cycle. Manages cost, schedules, performance, and supportability of acquisition programs, discrete portions of programs, or support activities.

2.2.3. Coordinates acquisition management activities. Advises commanders and staff on status and progress of acquisition programs. Coordinates with commanders , staff, and units to develop and execute acquisition program plans and schedules. Serves as project manager having cost, schedule, logistics, and engineering responsibilities for a discrete portion of a program, either hardware or software. Manages systems integration activities, including identifying and resolving subsystem, hardware and software interface, or logistics problems to support optimum system design. Performs integrated logistics support engineering and planning tasks.

2.2.4. Performs program management functions. Manages tasks associated with engineering, program control, configuration management, test, manufacturing and quality assurance, and integrated logistics support. Responsive to user environment, concerns, and requirements. Coordinates with users to translate operational requirements and system design into definitive subsystem and equipment acquisition programs. Manages program progress to ensure availability of operable and supportable subsystems and equipment. Makes changes to acquisition program to achieve desired outcomes.

3. **Skill/Career Progression and Certification.** The guidance provided in this part of the CFETP will ensure acquisition managers receive appropriate training at designated points in their career. The following narrative and the Acquisition Management Training Flow (Table 1) identify the training career

path and define the training required. Acquisition Management career field training is a combination of OSD-mandated certification training and additional Core Plus recommended training for specific types of assignments that support Continuous Learning/Currency requirements; Air Force-specific training (shown in Table 2); unit training tasks included in Part II, Section B of this document; and statutory assignment-specific training requirements. The Defense AT&L Workforce Education, Training and Career Development Program, which implements the objectives of the Defense Acquisition Workforce Improvement Act (DAWIA) across the DoD components, mandates certification requirements for Acquisition Management positions as well as accomplishment of statutorily-mandated assignment-specific education, training and experience requirements for Program Managers, Deputy Program Managers and Program Executive Officers. DAWIA is implemented in the Air Force through the Acquisition Professional Development Program (APDP). The APDP certification process reflects the education, training, and duty experience gained by the acquisition manager through a formal program.

3.1. Entry Level (years 1-3). Initial acquisition management assignments should establish and build depth of knowledge and technical expertise within the career field. Commanders/Directors/Supervisors will provide ample opportunities to gain this experience while exposing new acquisition managers to the entire mission of the unit. Unit training tasks in Part II, Section B, Initial Acquisition Assignment, are focused on acquiring knowledge and beginning to demonstrate competency in a host of acquisition/program management areas. Individuals should strive to complete the initial assignment CFETP core requirements within their first acquisition assignment or 36 months.

3.1.1. Basic Acquisition and Financial Management Occupational Badge. Officers are granted the 63A1 AFSC upon their initial acquisition management assignment. The career field's occupational badge is the Acquisition and Financial Management Occupational Badge. Approval to wear the basic badge is granted following completion of AFFAM.

3.1.2. APDP Level I certification in program management is granted after completion of mandatory training and accrual of one year of acquisition experience. APDP training requirements are outlined in Table 1.

3.1.3. Typical entry level grades are GS-7/9/11 (or equivalent) and O-1/O-2, although a good portion of more senior civilians and officers also cross over into the career field from other Air Force occupational series and specialties, or from outside the Air Force, some with more acquisition experience.

3.1.4. Qualified AFSC. After 24 months of coded acquisition experience, officers should have completed the requirements for upgrade as listed in Part I, Section C. AFPC will automatically process the 63A3 AFSC upgrade after 24 months in an acquisition management position. The training requirements and unit training tasks in this CFETP are designed and timed to provide meaning to this AFSC upgrade.

3.1.5. APDP Level II certification in program management is granted after completion of mandatory training and accrual of two years of acquisition coded experience, at least one of which is in program management. APDP training requirements are outlined in Table 2.

3.2. Intermediate Level (years 4-10). Acquisition managers should seek to gain additional depth in their field but may also begin to broaden their breadth of knowledge, experience, and expertise. Career-broadening opportunities should be considered to increase an acquisition manager's overall professional development and career progression by pursuing assignments in operational exchange tours (e.g., space, intelligence, maintenance) or related acquisition functional fields (e.g., test, systems engineering, financial management, contracting, logistics). Opportunities are also given each year to officers and civilians for the Education with Industry (EWI) program, a 10-month competitively-selected non-degree program with industry-leading companies. Check with your supervisor whether additional career



broadening is right for you. Two out of the first three assignments normally should be acquisition management assignments. Back-to-back career broadening assignments are strongly discouraged.

3.2.1. Unit training tasks. The supervisor will provide leadership and decision-making opportunities to enhance oral and written skills. Individuals will gain depth by completing the recommended unit training tasks in Part II, Section B. In addition, members must maintain their mobility readiness IAW with their Unit Deployment Manager.

3.2.2. Mentoring/Program team leadership. As an O-3/O-4 or GS 12/13 (or equivalent), the acquisition manager is expected to nurture new acquisition managers in their career development. Use of the CFETP is mandatory and should facilitate interaction. Additionally, upon reaching this grade, individuals should be given and take on increasing leadership responsibilities in their work areas.

3.2.2.1. The Acquisition Leadership Challenge Program (ALCP) was launched in FY07 to provide concentrated leadership training to both the intermediate and senior acquisition management workforce, civilian and military. This 2½ day course helps students assess their own strengths and weaknesses, and develop their preferred leadership methods. SAF/AQH announces ALCP course opportunities and how to apply.

3.2.3. Acquisition managers need to maintain professional currency by earning at least 80 Continuous Learning (CL) points every two years to maintain proficiency. Part II, Section D – Enhancement and Currency, lists a number of available courses as does DAU's Core Plus development guides in addition to local opportunities.

3.2.4. Senior Acquisition and Financial Management Occupational Badge. Award of the Senior badge occurs after seven years in the specialty.

3.2.5. APDP Level III certification in program management is granted after completion of mandatory training and accrual of four years of acquisition coded experience, two of which are in a program office, and one of those in a position with cost, schedule and performance responsibilities. The quota for seats in PMT 352B, the capstone class for PM Level III certification, is limited by the number of PM Level III positions. This limitation can delay an individual's ability to achieve PM Level III certification if not assigned to a PM Level III position (Priority 1 students). Individuals not on a PM Level III position may attend PMT 352B as a Priority 2 or 3 student as opening allow. APDP training requirements are outlined in Table 2.

3.3. Staff and Senior Level (beyond 10 years). The acquisition manager will continue to broaden expertise through leadership and staff assignments. For critical acquisition positions available to Lt Cols or GS-14 (or equivalent) civilians and above, there are additional statutory requirements in order to manage ACAT I/II programs (see paragraph 5.12).

3.4. Acquisition Corps. The Acquisition Corps is intended to be a pool of highly qualified members of the Acquisition Workforce from which Critical Acquisition Positions (CAPs) are filled. The Acquisition Corps is comprised of those persons who have met the grade, education, training, and experience standards prescribed by DAWIA and implementing regulations, and who have been granted admission to the Acquisition Corps by the DACM.

3.4.1. For the military, qualifications of officers selected for the Acquisition Corps are to be such that those officers are expected, as a group, to be promoted at a rate not less than the rate for all Air Force line officers on average. This statutory requirement does not mean Acquisition Corps members are given special treatment, but that on average, the quality of their records meets or exceeds that of other line officers.

3.4.2. New entrants to the Acquisition Corps must meet all Acquisition Corps requirements and be a Lt Col (select), GS-14 (or equivalent), or above. Supervisory personnel meeting Acquisition Corps requirements who are selected for assignment to a CAP will be granted Acquisition Corps membership. Such workforce members are eligible for Acquisition Corps membership after reaching Level II APDP certification in any functional discipline (including acquisition management), accumulating 4 years of acquisition experience and meeting education requirements (see paragraph 3.4.4.).

3.4.2.1. Acquisition Corps membership is automated for officers and performed semi-annually.

3.4.2.2. Civilians assigned to GS-13 (or equivalent) and above APDP coded positions must request a review and update for Acquisition Corps data elements once eligibility requirements are met. As part of this process, civilians must also request a manual review of the education requirement (see paragraph 3.4.4.) by submitting a request to their civilian personnel flight (CPF).

3.4.3. Acquisition professionals must demonstrate appropriate professional and/or military standards in order to qualify for and remain in the Acquisition Corps. Any military member having an Unfavorable Information File (UIF) will not be considered for, and will be disqualified and removed from, the Acquisition Corps. Individuals should also maintain professional currency, and continue to pursue education, training and development of their experience.

3.4.4. DAWIA Education Requirements. DAWIA requires completion of a baccalaureate degree in order to become an Acquisition Corps member. In addition, individuals are required to complete semester credit hours in specified disciplines:

3.4.4.1. In 24 semester credit hours (or the equivalent) from among the following disciplines: accounting, business finance, law, contracts, purchasing, economics, industrial management, marketing, organization and management, and quantitative methods. (Note: USAF Academy graduates meet the 24 semester hour education criteria on the basis of the core educational curriculum).

3.4.4.2. Or, 24 semester credit hours (or the equivalent) in the person's acquisition career field and 12 semester hours from among accounting, business finance, law, contracts, purchasing, economics, industrial management, marketing, organization and management, and quantitative methods.

3.4.4.3. OSD policy states that a master's degree is desirable for individuals serving in program management capacities, preferably with a major in engineering, systems management, business administration or a related field.

3.4.5. Master Acquisition and Financial Management Occupational Badge. Award of the Master level badge occurs after 15 years experience in the specialty.

4. **Training Decisions.** The CFETP captures the entire spectrum of training requirements for the Acquisition Management Specialty using a building block approach (simple to complex). Included in the spectrum is the strategy of when, where, and how to meet the training requirements. Options also abound for additional courses in related acquisition functional disciplines or assignment-related duties.

**Table 1. Acquisition Management Approximate Training Flow (Accessions)**

Grade	Acquisition Experience	Class/Training Description
	0 - 3 Months	Complete AFIT FAM 103 initials skills course (ACQ 101 equivalent)
	2 - 12 Months	Complete SYS 101, CLB 007, and CLB 016; Complete DAU Core Plus/AFIT classes for continuous learning
	12 Months	Apply for Program Management Level I certification
	1 - 36 Months	Complete all Initial Acquisition Assignment core training tasks and those non-core tasks required by your supervisor
	12 - 18 Months	Complete ACQ 201A and ACQ 201B
	12 - 24 Months	Complete CON 115, and SAM 101 or IRM 101; Complete DAU Core Plus/AFIT classes for continuous learning
GS-11 & below	12 - 24 Months	Attend Civilian Acculturation Leadership Training (CALT)
	12 - 36 Months	Attend Acquisition Leadership Challenge Program - Beginnings (ALCP - B) (Civilians)
	18 - 24 Months	Complete AFIT IPM 301 or PMT 251 & 257; IPM 301 fulfills PMT 251 & 257
	24 Months	Apply for Program Management Level II certification
	24 - 36 Months	Complete AFIT IPM 301 if not taken to fulfill PMT 251 and PMT 257
	37 Months - 10 Years	Complete all 2nd/3rd Acquisition Assignment core training tasks and those non-core tasks required by your supervisor
O-3/GS-12		Complete Primary Developmental Education
	4 - 8 Years	Complete BCF 102, BCF 103, LOG 103, and SYS 202; Complete DAU Core Plus/AFIT classes for continuous learning
O-3 - O-4/ GS-12 - GS-13		Attend Acquisition Leadership Challenge Program I (ALCP - I)
O-4/GS-13		Complete Intermediate Developmental Education
O-5/GS-14		Attend Acquisition Leadership Challenge Program II (ALCP - II)
	8+ Years*	Complete PMT 352A and PMT 352B; Apply for Program Management Level III certification
	Job Specific	If assigned to an ACAT III PM position, complete PMT 400 if applicable
O-5/GS-14		Attend Acquisition Leadership Challenge Program III (ALCP - III)
O-5 - O-6/ GS-14 - GS-15		Complete Senior Developmental Education; Apply for PMT 401 nomination for development towards ACAT I/II PM/DPM positions
	Job Specific	If assigned as ACAT I/II PM/DPM, complete PMT 401 if not already completed; Complete PMT 402 (prerequisites: PMT 401, PMT 301, or PMT 302)

\* If assigned to a PM Level III position (Priority 1 students), complete PMT 352A/B as soon as prerequisites are complete. PMT 352B has limited quotas and is based on the number of PM Level III positions.

**Table 2. USAF and DAU Program Management Track**

Mandatory Certification/Qualification Classes for Acquisition Program Management		School
Level I	FAM 103 Air Force Fundamentals of Acquisition Management (ACQ 101 equivalent)	AFIT
	ACQ 101 Fundamentals of Systems Acquisition Management	DAU
	SYS 101 Fundamentals of Systems Planning, Research, Development, and Engineering	DAU
	CLB 007 Cost Analysis	DAU
	CLB 016 Introduction to Earned Value Management	DAU
Level II	ACQ 201A Intermediate Systems Acquisition, Part A	DAU
	ACQ 201B Intermediate Systems Acquisition, Part B	DAU
	IPM 301 Air Force Intermediate Project Management (PMT 251 & PMT 257 equivalent)	AFIT
	PMT 251 Program Management Tools Course, Part I	DAU
	PMT 257 Program Management Tools Course, Part II	DAU
	CON 115 Contracting Fundamentals	DAU
	SAM 101 Basic Software Acquisition Management or IRM 101 Basic Information Systems Acquisition	DAU
Level III	BCF 102 Fundamentals of Earned Value Management (starting FY13, course will be listed as EVM 101)	DAU
	BCF 103 Fundamentals of Business Financial Management	DAU
	LOG 103 Reliability, Availability, and Maintainability (RAM)	DAU
	PMT 352A Program Management Office Course, Part A	DAU
	PMT 352B Program Management Office Course, Part B	DAU
	SYS 202 Intermediate Systems Planning, Research, Development, and Engineering, Part I	DAU
Post Level III	Mandatory/Statutory Training Assignment-specific for PEOs, SPMs, DSMs, PMs & DPMs Level IV training is mandatory for individuals assigned to PM, DPM, and PEO positions	DAU

4.1. Initial Skills Course. DAU's ACQ 101, required for Level I certification in Program Management, is incorporated into the Air Force Fundamentals of Acquisition Management (AFFAM) course. AFFAM is taught at the Air Force Institute of Technology (AFIT) School of Systems and Logistics (AFIT/LS) in Kettering Ohio (see Part II, Section A).

4.2. Follow-on training. Unit training for acquisition managers, as spelled out in Part II, Section B, is continuation training and contains task/knowledge requirements.

4.3 Enhancement training (Currency). OSD (AT&L) policy requires that all acquisition workforce members accumulate 80 hours of acquisition-related continuous learning (CL) credit every two years to maintain professional currency. Some suggested courses and/or training modules to fully develop acquisition managers are listed in Part II, Section D and on the acquisition manager career/APDP overview page here: <https://www.my.af.mil/gcss-af/USAF/ep/globalTab.do?channelPageId=s6925EC1348B50FB5E044080020E329A9>.

4.3.1 Individuals are required to track CL progress in the on-line ACQ Now CL tracker at <https://www.atrs.army.mil/channels/acqnowcl/>.

4.3.2 More resources and information regarding CL is available at: <https://www.my.af.mil/gcss-af/USAF/ep/browse.do?programId=t6925EC2E48B80FB5E044080020E329A9&channelPageId=s6925EC1348B50FB5E044080020E329A9>.

5. **Acquisition Management Career Path/Training Flow.** Table 1 describes the career path training opportunities and outlines when training is required for career progression within this specialty. How well you do in your current job is the most important factor in determining your future success.

5.1. In some instances, an initial USAF assignment may be an operational career broadening opportunity; however, when assigned to the initial acquisition management position, individuals are expected to build depth through technical experience within the acquisition management arena. Acquisition officers and civilian interns will typically spend most of their first assignment in a unit whose primary mission is acquiring systems or services. The specific position will vary, but all first-assignment officers and interns must develop skill as a project manager and as an acquisition specialist.

5.2. The first acquisition assignment is normally as a project officer. Project officers work under the guidance of a more senior acquisition manager translating user requirements into fielded capabilities. The project officer may be assigned either a portion of a project to manage, or specific tasks or projects that contribute to the program or the operation of the organization. Examples include managing a modification program or test segment or other sub-element of a larger procurement, participating in an Integrated Project Team (IPT), managing a Small Business Innovation Research project or serving as the Award Fee monitor for a program. The project officer is responsible for meeting cost, schedule, and performance parameters of the project. The project officer also develops depth in integrating all functional stakeholders by understanding what each functional entity contributes to the overall acquisition process. Project officers are also likely to be assigned management of office-related projects like retirement ceremonies or office off-sites. Tasks of this nature provide additional opportunities to use your creativity, hone your organizational, management, and leadership skills, create teams and delegate work.

5.2.1. Attend Civilian Acculturation Leadership Training (CALT). For civilians only.

5.2.2. Complete the unit follow-on training tasks associated with the first assignment identified in Part II, section B of this CFETP, designed to provide depth in acquisition management. Complete all core tasks and those additional tasks recommended by your supervisor. Maintain readiness for mobilization according to Unit Deployment Manager.

5.2.3. Take every opportunity to work with program management tools such as constructing work breakdown structures and project schedules and identifying and managing risks.

5.2.4. Complete all requirements for Level I and Level II certification in Program Management. If your acquisition management duties involve other disciplines such as contracting, logistics, test, or some other area, take advantage of those opportunities and take related courses to pursue certifications in those disciplines.

5.3. The second acquisition assignment is normally as project manager, though with a greater amount of responsibility. The development focus shifts to team leadership and communication. The project manager serves as the spokesperson for the project and ensures that all stakeholders have the information they need about the project. The project manager develops more depth in cross-functional integration by trading off the legitimate demands of the various functionals to optimize the overall project. The project manager learns to make decisions in the face of opposition and communicates those decisions to the affected parties. The project manager ensures activities are compliant with acquisition policy.

5.3.1. Complete the unit follow-on training tasks associated with the second and third acquisition assignments identified in Part II, Section B of this CFETP, as well as those recommended by your management. Review first assignment core and optional tasks and seek additional opportunities to gain experience. Discuss other educational options with your supervisor and complete DAU and AFIT on-line and resident courses to broaden your knowledge and help you do your current job.

5.3.2. Complete Squadron Officer School (SOS) by correspondence and/or in-residence. Recommended for civilians.

5.4. Several different assignments are normally required for you to experience the breadth of unit acquisition program management opportunities to sufficient depth. To help achieve this, work with your supervisor to pursue a PCA after two years on station (civilian interns should rotate every year in accordance with the intern training plan). When contemplating future assignments, keep in mind the following:

5.4.1 A change in weapon system supported--will give you a broad view of the differences in weapon system complexity, supportability, and deployability.

5.4.2 A balanced approach to professional development--seek opportunities across various program phases, including a variety of laboratory, product center, test center, and logistics center organizations.

5.4.3 A change in major command (MAJCOM) -- be mindful of the fact that experience in a different MAJCOM will give you a broader view of the total Air Force mission and a deeper understanding of how all the "pieces" fit together. This knowledge will lay the foundation for success on the Air Staff or Joint Staff.

5.5. During your assignments in acquisition management, a variety of options are available to gain experience outside the career field and opportunities to gain additional depth in your specialty, such as:

5.5.1 Experience acquisition management positions that are focused on Test and Engineering, Life Cycle Logistics, Information Technology, or Production, Quality and Manufacturing.

5.5.2 Concentrate on building depth by leading a larger program with cost, schedule and performance accountability.

5.5.3 Cross flow into another acquisition discipline, such as logistics, finance, or contracting, to develop breadth of experience.

5.5.4 Compete for the Education With Industry (EWI) program, a 10-month non-degree program with industry-leading companies that gives completely unique insights into business management.

5.5.5 Compete for Air Force Institute of Technology (AFIT) or other Advanced Degree Programs.

5.5.6 Officers can career broaden into a different Air Force specialty via formal cross-flow programs such as Acquisition and Intelligence Experience Exchange Tour (AIEET), Acquisition and Logistics Experience Exchange Tour (ALEET), or Space Lift Exchange Career program (SLECP); by serving as United States Air Force Academy (USAF), Reserve Officer Training Corps (ROTC), Squadron Officers School (SOS) or Officer Training School (OTS) instructors or as a Recruiting Flight Commander; or by completing assignments in command and control operations, space and missile operations, maintenance, or operations support. These jobs are available to a limited number. Release is contingent on career field dynamics and officers return to their "core" AFSC following the career broadening tour.

5.5.7 Civilians can compete for career broadening opportunities sponsored by the Program Management Career Field or the Civilian Development Education (CDE) Program.

5.5.8 All facets of project management provide ample opportunities to lead cross-functional teams of government and contractor personnel of all ranks and experience levels. It is common to find acquisition managers as non-supervisors in their first two assignments, but leading teams of 20-40 people. In addition to leading an Integrated Product Team, all acquisition managers beyond the first assignment are expected to coach and mentor junior members. Coaching refers to assisting others to learn their job tasks

where mentoring refers to providing career advice. Coaches share job knowledge and that is a fundamental responsibility of a knowledge-based professional, such as the acquisition manager.

5.6. The technical foundation you build early in your career will pay great dividends during a future staff tour. Staff billets above the wing level for acquisition managers are available at HQ AFMC, HQ AFSPC, the MAJCOMs, SAF/AQ, OSD, joint service agencies, Direct Reporting Units (DRU), and field operating agencies. Program Element Monitors are a typical staff position.

5.7. Your third acquisition assignment will generally place you in a position of increased responsibility for a larger project, leading a major IPT or even as the deputy program manager. Your experience and position will provide you additional management and leadership responsibilities and increase your interaction with higher headquarters, Air Staff, OSD and perhaps Congressional staffs.

5.7.1. Achieve Level III Program Management certification during this assignment or the next.

5.7.2. Complete the unit follow-on training tasks associated with the second and third acquisition assignments identified in Part II, Section B.

5.7.3. Embrace opportunities to coach and mentor junior officers and civilians. They seek your expertise and leadership. Investing time in people increases their job satisfaction and productivity.

5.8. Most individuals selected for resident Intermediate Developmental Education (IDE) will go to a challenging joint-duty staff assignment, MAJCOM, or Air Staff assignment upon graduation. Individuals not afforded the opportunity to attend Professional Military Education (PME) in residence must complete PME by correspondence or seminar to remain competitive in their Air Force career progression.

5.9. Command and Materiel Leader billets exist at several levels. Individuals can compete for detachments, squadron, group and wing command; as well as Materiel Leader, Senior Materiel Leader, and director. Squadron Command/Materiel Leader selects should register for the senior level Acquisition Leadership Challenge Program (ALCP) as described in paragraph 3.2.2.1 of this section. Additional opportunities exist to serve in joint duty and higher headquarters staff positions.

5.10. Officers selected for promotion to lieutenant colonel or colonel will also have the opportunity to vie for in-residence attendance at Senior Developmental Education (SDE). Civilians also have the opportunity to vie for in-residence attendance at SDE. Upon graduation, individuals may be assigned to the Air Staff, joint-duty billets, or chosen for command/Senior Materiel Leader.

5.11. ACAT III Program Managers are eligible and highly encouraged to attend PMT 403, Program Manager's Skills Course. The two week in-residence class is at Ft Belvoir Virginia and provides ACAT III-specific training. There is no formal board for PMT 403, but the individual must be recognized as the system program manager to the PEO, as shown in SMART.

5.12. Individuals who have been designated or are potential ACAT I or II Program Managers or Deputies, are eligible to attend PMT 401, the Program Manager's Course, for 10 weeks in-residence at Ft Belvoir, Virginia. DAU hosts multiple offerings throughout the year. SAF/AQH issues a call for nomination packages to MAJCOM, Air Staff and DoD agency POCs, then holds a board to prioritize and allocate primary and alternate selectees. Nominations are announced afterwards.

5.13. Attendance at PMT 402, the Executive Program Manager's Course is determined by assignment or pending assignment to an ACAT I/II program as the Program Manager or Deputy Program Manager, following completion of PMT 401 or (no longer offered) PMT 301/302 courses.

**PART I**  
**Section C - PROFICIENCY TRAINING REQUIREMENTS**

1. **Purpose.** The proficiency training requirements are defined in terms of task and knowledge requirements for each skill level. They are stated in general terms and establish the standards of performance. The specific knowledge training requirements are identified in Part II.

2. **Acquisition Management Specialty Qualifications:**

2.1. **Knowledge.** The following knowledge is required for award of the AFSC (63AX):

2.1.1. DoD and Air Force system, subsystem, and equipment acquisition program management philosophy, policies, and procedures applicable through several phases of an acquisition life cycle; and program management procedures pertinent to development, procurement, production, logistics support, and techniques of employment for the system being acquired.

2.2. **Education.** For entry into this specialty, undergraduate academic degree specialization in engineering, engineering science, engineering management, mathematics, analytical science, physical science, business, or management; or completion of a minimum of 24 semester credit hours of study from a accredited institution of higher education from among the disciplines of: accounting, business finance, law, contracts, purchasing, economics, industrial management, marketing, quantitative methods, and organization and management is mandatory.

2.3. **Training.** The Air Force Institute of Technology Air Force Fundamentals of Acquisition Management (AFFAM) course is the mandatory initial skills course following assignment to a 63A1 position or an 1101 civilian internship program. Officers cross flowing into acquisition management are scheduled for AFFAM by AFPC/DPASA (a division of AFPC/DPA, Directorate of Assignments). Those cross flowing from other acquisition career fields with three or more years of acquisition experience are exempt from the AFFAM requirement.

2.4. **Experience.** Award of the AFSC 63A1 is automatic upon initial acquisition management assignment. For Award of AFSC 63A3, 24 months of Acquisition Professional Development Program (APDP) coded experience in any acquisition functional category (i.e. Program Management; Systems Planning, Research, Development and Engineering; Test and Evaluation) is mandatory. Additionally, the Officer must be assigned to a 63A position. Fully qualified 63A3 officers will be awarded the 63A4 AFSC, Acquisition Management Staff Officer, upon assignment to a 63A position in a management headquarters or other non-program office staff.

2.5. **Training Sources.** A list of training courses to support training is in Part II, Section D.



## **PART I**

### **Section D - RESOURCE CONSTRAINTS**

1. **Purpose.** This section of the CFETP identifies known resource constraints that preclude minimal/desired training from being developed or conducted.
2. **ACQ 201B** is constrained to the number of training authorizations for the Air Force to match certification requirements across numerous APDP functional areas. The DACM office (SAF/AQH) is proactively managing the constraint by engaging with AT&L (DAU) to get more authorizations, placing visibility and emphasis on meeting tenure requirements, and working with the MAJCOMs to best prioritize the individuals requiring this training.
3. **PMT 352B** is constrained to the number of training authorizations for the Air Force to match certification requirements across numerous APDP functional areas. The DACM office (SAF/AQH) is proactively managing the constraint by engaging with AT&L (DAU) to get more authorizations, placing visibility and emphasis on meeting tenure requirements, and working with the MAJCOMs to best prioritize the individuals requiring this training.
4. There are no other constraints raised by any MAJCOMs at this time.

## PART II

### Section A – AIR FORCE FORMAL TRAINING COURSE CONTENT

1. **Purpose.** The Air Force developed specific courses to augment those required for acquisition professionals by DAWIA or under the DOD AT&L Workforce Education, Training, and Career Development Program, found in Part II, Section D. This section provides an overview of the content for the Air Force 63AX/1101 training courses. For career development courses/education, please visit the Program Management webpage via the Air Force Portal.

2. **Records Documentation.** The CFETP will be issued at the first acquisition duty station. The supervisor will document training completion in the Training Completion Certification Table found at Attachment 1 of the individual's CFETP. The supervisor will document unit follow-on training using the training task table in Part II, Section B. Commanders/Directors are responsible for ensuring use of the CFETP for all military and civilian acquisition managers.

3. **Air Force Acquisition Manager Training.** The following Course Content lists the training requirements needed by the users and are broken out by training course (AFFAM and IPM).

3.1 Air Force Fundamentals of Acquisition Management (AFFAM). AFFAM is required formal initial skills training. Provides students with an overview of the entire weapon systems acquisition process, from requirements identified through pre-systems acquisition, and sustainment. Covers the entire acquisition process as outlined in key DoD Level documents, with additional information on Air Force-specific processes and methodologies. Includes instruction on teaming, ethics, the acquisition professional development program, and provides students with a working knowledge of all key functional disciplines and the defense acquisition system. The course uses a combination of classroom lecture/discussion, group projects/exercises, and case studies. DAU's ACQ 101 is included in AFFAM. Additional details can be found on the AFIT website here: <http://www.afit.edu/ls/coursedes.cfm?p=100>.

3.2 Intermediate Project Management (IPM). IPM 301 provides Air Force officers and civilians a deeper foundation in everyday project management skills. More advanced project management topics are addressed using a combination of in-class lectures and discussions, project management readings and case studies, and individual/group exercises. Topics include: business case analysis, stakeholder management, communications management, time management, project planning, project execution and status reporting, project recovery, and transferring project management responsibility. The centerpiece of the course is a dynamic project management simulation, which integrates and applies these project management topics. IPM 301 builds on basic project management education newcomers to acquisition receive in the AF Fundamentals of Acquisition Management (AFFAM) course. This course should be completed after approximately 30 months of acquisition experience and preferably not later than 36 months. This course is mandatory for all acquisition managers with less than 48 months of program management experience. The project management skills taught in these two courses aren't covered in certification training, and will be useful to acquisition managers immediately and throughout their careers. For students that take PM 301, it will fulfill both PMT 251 and PMT 257 requirements. Additional details can be found on the AFIT website here: <http://www.afit.edu/ls/coursedes.cfm?p=104>.

## PART II

### Section B – FOLLOW-ON UNIT TRAINING

1. **Follow-on Unit Training.** Follow-on Unit Training is designed to teach new acquisition managers the tools of the trade, local operating procedures, requirements, and common project management procedures.

1.1. **Concept.** Acquisition Managers should complete AFFAM prior to unit training. The intent of unit follow-on training is to build upon the lessons presented in formal training. Individuals will not be upgraded to a fully qualified level until satisfactorily completing both formal training and the core tasks identified by an \* in the Acquisition Manager Task List table. One successful occurrence does not necessarily constitute understanding of the training objective, but it should provide the individual with a basic understanding of subject areas.

1.2. **Training plan.** The instructional design for unit level training is determined locally, but is most often accomplished by pairing a junior military member or civilian with an individual with accrued time in acquisition management. If required, appropriate lesson plans, support materials, and instructor guidance are the responsibility of each unit. Unit training may include work center and field visits, task observations, classroom instruction, self-study, and other appropriate instructional methods to accomplish training objectives.

1.2.1. Supervisors will review the CFETP with trainees at an initial interview within 30 days of the trainee's assignment to the unit. During the interview, discuss core task requirements listed in the Acquisition Manager Task List (identified by an \*), and explain that core tasks must be completed within 36 months after assignment to an acquisition management position, or address those that must wait until the next assignment. Supervisor should do their best to identify opportunities and allow their trainees to complete core tasks through other means (other local programs) that cannot be accomplished within their current program/office. Document the initial interview. Additionally, supervisors will print their name and write their initials in the "Signature Card for Trainee and Supervisor for Acquisition Management Training Task List," so that any future supervisor has a data trail.

1.2.2. Supervisors will identify any tasks the trainee will be required to complete in addition to the core tasks.

1.2.3. Supervisors will continue to review training progress with trainees to coincide with the normal feedback cycle. In the event an individual changes assignments or supervisors, the training plan will be reviewed prior to departure between the individual and the supervisor.

1.3. **Training Period.** Individuals are to complete all their core tasks identified in the Acquisition Manager Task List within their first three acquisition management assignments.

1.4. **Documentation.** Document and certify completion of training. Complete the following columns in Part II of the CFETP: Trainee initials, Supervisor initials and Date.

1.4.1. Document the individual's training in accordance with the Acquisition Manager Task List table below. The table is an administrative tool for units to track the on-the-job training (OJT) status of the individual. The depth of training may be anywhere from simple familiarization to in-depth knowledge and task performance. Each organization determines if the individual in training has met training requirements based on professional judgment and the unique requirements of the particular unit. The format of the table enables supervisors to document completion of the various behaviors trained through OJT. This list may be augmented by the unit via local AF Form 797 or similar method such as electronic documentation.

1.4.2. Supervisors will print their name and write their initials in the “Signature Card for Trainee and Supervisor for Acquisition Management Task List,” so that any future supervisor has a data trail.

1.4.3. Document training by completing the following columns in the Acquisition Manager Task List table: Trainee initials, Supervisor initials and Date.

## **Signature Card for Trainee and Supervisor for Acquisition Manager Training Task List**

This Block Is For Identification Purposes Only	
Name of Trainee	
Printed Name (Last, First, Middle Initial)	Initials (Written)
Printed Name Of Supervisor and Written Initials	
N/I	N/I
N/I	N/I
N/I	N/I
N/I	N/I

<b>A1 Initial Acquisition Assignment Unit Follow-on Training Task List</b>	<b>Trainee Initials</b>	<b>Supervisor's Initials</b>	<b>Date</b>
<b>A1 Acquisition Manager Training Task List</b>			
<b>Core tasks indicated by *</b>			
<b>A1 1 ACQUISITION MANAGEMENT TRAINING FLOW</b>			
*A1 1.1 Within your first month: Military will be automatically enrolled in the Air Force Fundamentals of Acquisition Management (AFFAM) Course (includes ACQ 101). Civilians will need to enroll through AFIT NOW.			
*A1 1.2 Between 2-12 months: enroll in and complete SYS 101 and the continuous learning modules CLB 007 and CLB 016.			
A1 1.3 12 months: Apply for Level I PM Certification.			
*A1 1.4 Between 18-24 months: enroll in and complete ACQ 201.			
*A1 1.5 Between 20-28 months: enroll in and complete CON 115 and SAM 101 or IRM 101 courses on-line.			
*A1 1.6 Before 24 months: enroll in and complete IPM 301 or PMT 251 and PMT 257.			
A1 1.7 Between 24-28 months: Apply for Level II PM Certification.			
A1 1.8 63A1 military officers will receive 63A3 AFSC at 24 months			
*A1 1.9 Between 30-36 months: Enroll in and attend IPM (PM 301) at AFIT (Prerequisite: ACQ 201) if not already taken to obtain Level II PM Certification.			
*A1 1.10 Commander's/Director's Initial Interview			
A1 1.11 Initial Unit and Base Orientation			
*A1 1.12 Attend Commander's/Director's orientation.			
*A1 1.13 Complete base/unit acculturation process.			
*A1 1.14 Attend unit mission briefing. Learn your organization's mission, goals and objectives.			
*A1 1.15 Complete base/center familiarization/tour (may be part of acculturation)			
<b>A1 2 PROJECT/PROGRAM MANAGEMENT INTRODUCTION</b>			
*A1 2.1 Explain how your project fits into the overall program and understand the jobs/projects your supervisor has assigned you.			
A1 2.2 If applicable, review and discuss international affairs and security assistance policies affecting your program with your supervisor.			
A1 2.3 Review prospectus and/or annual reports and financial statements of the contractors associated with your program.			
<b>A1 3 PROJECT/PROGRAM MANAGEMENT CONTEXT</b>			
*A1 3.1 Read DoDD 5000.1 and DoDI 5000.2 – The Defense Acquisition System.			
*A1 3.2 Review AFD 63-1, Acquisition and Sustainment Life Cycle			

<b>A1 Initial Acquisition Assignment Unit Follow-on Training Task List</b>	<b>Trainee Initials</b>	<b>Supervisor's Initials</b>	<b>Date</b>
Management; AFI 63-101, Integrated Product Support Planning and Assessment.			
*A1 3.3 Review CJCSI 3170.01D - Joint Capabilities Integration and Development System (JCIDS) and AFI 10-601, Capabilities Based Requirements Development.			
*A1 3.4 Read your requirement documents (e.g. ICD, CDD, CPD).			
*A1 3.5 Read your program's Program Management Directive (PMD).			
*A1 3.6 Determine your program's ACAT level (and explain why); identify your MDA, current phase of acquisition, and the timing and entry criteria for the program's next milestone decision.			
A1 3.7 Explain single-step and evolutionary acquisition; identify or determine (as appropriate) the acquisition strategy of your program.			
*A1 3.8 Identify and meet your warfighter customer(s). Understand the customer's requirements and current expectations for this program. Individually review and discuss with multiple team members and your supervisor.			
*A1 3.9 Identify how and when your warfighter customer(s)/user(s) is (are) involved in the acquisition process.			
*A1 3.10 Identify your prime contractor and key partners or subcontractors. Review latest Contract Performance Assessment Report (CPAR) for prime contractor.			
*A1 3.11 Identify your PEM and their organization and role relative to your program. Review and discuss with your supervisor.			
*A1 3.12 Identify the primary stakeholders (individuals or organizations) that impact or influence your program.			
*A1 3.13 Review an organizational chart for this office. Identify your chain of command. Identify key leaders / decision makers in your office/program. Review the organizational relationship with other offices in your wing/directorate and elsewhere on your base.			
*A1 3.14 Lead a small team to resolve an issue in support of broader organization goals.			
*A1 3.15 Become familiar with Tongue and Quill. Clearly communicate ideas by using Tongue and Quill to construct a point/background paper and Staff Summary Sheet.			
*A1 3.16 Structure and present a coherent and focused briefing by using your program office format.			
*A1 3.17 Plan and conduct an effective meeting.			
*A1 3.18 Review applicable FAR and other resource material on contract negotiation and review and discuss with PCO.			
A1 3.19 Suggested: Read "Getting to Yes," by Fisher and Ury, or similar book. If you do not want to purchase it, borrow one from the library, your ACE office, or from one of your co-workers.			
*A1 3.20 Assist in preparation for and participate in a contract negotiation.			
A1 3.21 Participate in negotiations with government stakeholders for meeting program needs (e.g. develop an MOA/MOU with another organization such as AFOTEC and DCMA).			

<b>A1 Initial Acquisition Assignment Unit Follow-on Training Task List</b>	<b>Trainee Initials</b>	<b>Supervisor's Initials</b>	<b>Date</b>
*A1 3.22 Apply basic problem solving techniques and tools to problems typical of those experienced in program/project office (e.g. decision analysis tools, Pareto diagrams, etc – refer to “The Memory Jogger: A Pocket guide of tools for Continuous Improvement and Effective Planning”).			
A1 3.23 During your 1st year, construct a diagram of your professional network (contacts, subject matter experts, team members, etc.).			
A1 3.24 During your 2nd year, construct a diagram of your professional network (contacts, subject matter experts, team members, etc.).			
A1 3.25 During your 3rd year, construct a diagram of your professional network (contacts, subject matter experts, team members, etc.).			
A1 3.26 (Suggested) Join and participate in professional organizations/associations (e.g. Project Management Institute (PMI), CGOC, Society of Logistics Engineers (SOLE), American Institute of Aeronautics and Astronautics (AIAA), etc.).			
A1 3.27 Review your program’s PESHE report.			
*A1 3.28 Review DoD 5500.7-R, Joint Ethics Regulation.			
<b>A1 4 PROJECT/PROGRAM MANAGEMENT PROCESSES</b>			
*A1 4.1 Create or review work breakdown structures and integrated master plan/integrated master schedule to manage your tasks (e.g. MS Project).			
A1 4.2 Review PMI’s Project Management Body of Knowledge (PMBok) and the DoD PMBoK Extension ( <a href="http://www.dau.mil/pubs/gdbks/pmbok.asp">http://www.dau.mil/pubs/gdbks/pmbok.asp</a> ).			
<b>A1 5 PROJECT/PROGRAM INTEGRATION MANAGEMENT</b>			
*A1 5.1 Develop the project plan and baseline for an organizational project (e.g., dining out, off-site, retirement ceremony, etc).			
*A1 5.2 Find and review the program plans for your assigned program and identify the program baseline.			
A1 5.3 Support the development or updates of multiple elements of your program plans.			
*A1 5.4 Identify and review the data and metrics used to manage your assigned program. Review and discuss what the metrics indicate about the program’s cost, schedule, or performance outlook with your IPT and functional leads.			
*A1 5.5 Provide input and assist program team in evaluating and managing program performance.			
*A1 5.6 Observe the tools and techniques used by the program team to manage and gain insight to contractor efforts. Review and discuss with multiple government team members and your supervisor.			
*A1 5.7 Identify and discuss the change management processes and participants for your organization and your program contractor(s).			
A1 5.8 Support the implementation of a change to your program.			
*A1 5.9 Support a what-if drill related to a potential budget impact to your program.			
*A1 5.10 Read the PMA document for your program. Review and			

<b>A1 Initial Acquisition Assignment Unit Follow-on Training Task List</b>	<b>Trainee Initials</b>	<b>Supervisor's Initials</b>	<b>Date</b>
discuss your program's customer expectations with you supervisor			
*A1 5.11 Discuss with your supervisor what constitutes an APB and Nunn-McCurdy breach. Identify the management systems your program has in place to monitor and mitigate them.			
<b>A1 6 PROJECT/PROGRAM SCOPE MANAGEMENT</b>			
*A1 6.1 Review program initiation documents including JCIDS products (ICD or CDD). Understand and discuss the scope of your projects/program with your supervisor.			
A1 6.2 Review Analysis of Alternatives (AoA) and Analysis of Material Alternatives (AMA) history.			
A1 6.3 Determine how the Technology Development Strategy (TDS) is factored into your current program.			
*A1 6.4 Identify your program's next key decision point and the associated required documentation.			
A1 6.5 Assist program team in determining program scope, purpose, and objectives and relate that knowledge to identification of deliverables.			
*A1 6.6 Assist program team in determining basic cost/benefit methods, contributing to ongoing studies, and appraising usefulness of relevant studies.			
*A1 6.7 Review the WBS, CWBS, WBS dictionary and RAM for your program.			
* A1 6.8 Read your program's LCMP.			
*A1 6.9 Assist in constructing or familiarize/review a program level IMP.			
A1 6.10 Assist in formal acceptance reviews of project deliverables.			
*A1 6.11 Identify your program office's change control process and the membership of the Change Control Board (CCB). Discuss your role relative to the CCB with your supervisor.			
A1 6.12 Assist IPT in responding to change & implementing change when approved.			
A1 6.13 Review specific technology development plans and discuss the associated readiness levels for the project with your S&T counterparts.			
A1 6.14 Identify how your technology transition plans support your acquisition strategy.			
<b>A1 7 SCHEDULE MANAGEMENT</b>			
*A1 7.1 Review Program level IMS and identify critical path.			
*A1 7.2 Find your project in program level IMS and determine if it's on the critical path.			
*A1 7.3 Use schedule tools to manage your project schedule (e.g. MS Project).			
<b>A1 8 COST MANAGEMENT</b>			
A1 8.1 Meet with and participate in the program control working groups during the budget execution cycle paying close attention to types of funds discussions.			



<b>A1 Initial Acquisition Assignment Unit Follow-on Training Task List</b>	<b>Trainee Initials</b>	<b>Supervisor's Initials</b>	<b>Date</b>
*A1 8.2 Review your program budget and determine what funding appropriations are included. Understand the rules associated with using various appropriation types.			
*A1 8.3 Define the status of your budget in CCaR and determine how we track next year's funds through the budget cycle.			
A1 8.4 Support preparation of budget justification documents (PDOCs, RDOCs).			
A1 8.5 Participate in government cost estimate reviews.			
*A1 8.6 Review program office life cycle cost planning or estimates.			
*A1 8.7 Work with cost lead during program estimate working session prior to program review.			
*A1 8.8 Review your Cost Analysis Requirements Document (CARD), if applicable.			
A1 8.9 Participate with financial management team during the program budget cycle.			
*A1 8.10 Review all program budget documents. Discuss with program cost lead.			
*A1 8.11 Participate on a team using EVMS data to evaluate costs and revise estimates			
*A1 8.12 Determine what cost control system is used by the government and the contractor. Determine how we track committed, obligated, and expended funds associated with the program.			
*A1 8.13 Describe/explain incentive structures in place on your project and how they work to help control costs with your supervisor.			
A1 8.14 Describe your program's execution plan and understand how it ensures law compliance, e.g., ADA.			
*A1 8.15 Determine how the contractor is paid and who is involved.			
*A1 8.16 Determine DFAS, DCAA, and DCMA involvement on your program.			
*A1 8.17 Determine your obligations and expenditures for three months. Describe trends. Determine if we meet the OSD and USAF targets.			
*A1 8.18 Discuss funds transfer/purchase request activities with cost lead.			
* A1 8.19 Complete DAU's CL Module 040 (Proper Financial Accounting Treatments for Military Equipment)			
<b>A1 9 QUALITY MANAGEMENT</b>			
*A1 9.1 Review the Quality Management Plan.			
*A1 9.2 Review quality control data and relevant quality trends on your program.			
<b>A1 10 HUMAN RESOURCE MANAGEMENT</b>			
*A1 10.1 Identify the support contractors on your program. Discuss their roles, responsibilities and limitations with your supervisor.			
A1 10.2 Create and lead a virtual, or geographically dispersed, team for an organizational project. Utilize net-meetings, telecoms and/or VTCs.			

<b>A1 Initial Acquisition Assignment Unit Follow-on Training Task List</b>	<b>Trainee Initials</b>	<b>Supervisor's Initials</b>	<b>Date</b>
*A1 10.3 Assist in planning several activities that help instill a collaborative team mindset.			
A1 10.4 Understand what personnel incentives (cash awards, time off, etc) are available for military and government employees.			
A1 10.5 Develop and submit an award package for a member of your team.			
*A1 10.6 Keep a log of your activities and provide inputs to your supervisor for your performance appraisal.			
*A1 10.7 Observe your leadership's actions related to team development.			
*A1 10.8 Observe and participate in one or more meetings of a working group supporting your program.			
<b>A1 11 COMMUNICATIONS MANAGEMENT</b>			
A1 11.1 Create stakeholder list through analysis of information needs (who, where, when?) and organizational involvement.			
*A1 11.2 Review the communications management plan. Determine if it is up-to-date (may be found in LCMP or on older programs, SAMP).			
*A1 11.3 Review contractor proprietary information and discuss methods of protection with your supervisor.			
*A1 11.4 Understand the Integrated Data Environment (IDE) used by this office. Determine the shared drives, knowledge management tools, web portals, communities of practice, etc associated with your effort.			
A1 11.5 Participate with a program office in analyzing, reviewing, preparing and submitting project performance status reports including SMART, CPAR, MAR, SAR, DAES as applicable.			
*A1 11.6 Attend more than one PMR.			
*A1 11.7 Determine how we document lessons learned.			
*A1 11.8 Determine how we archive program records.			
<b>A1 12 RISK MANAGEMENT</b>			
*A1 12.1 Read Risk Management Guidebook for DoD Acquisition found at <a href="https://acc.dau.mil/CommunityBrowser.aspx?id=108201&amp;lang=en-US">https://acc.dau.mil/CommunityBrowser.aspx?id=108201&amp;lang=en-US</a>			
*A1 12.2 Read the DAU risk management guide for DoD Acquisition: <a href="http://www.dau.mil/pubs/gdbks/risk_management.asp">http://www.dau.mil/pubs/gdbks/risk_management.asp</a>			
*A1 12.3 Read the Risk Management Plan.			
*A1 12.4 Identify your project's overall risk assessment & discuss rationale behind the assessment with your supervisor.			
A1 12.5 Complete AFIT's SYS 165 (Introduction to Risk Management).			
A1 12.6 Participate in the development or update of a RMP for your program or a project (could be in-house project).			
A1 12.7 Contribute to the development of a risk assessment matrix for a project.			
*A1 12.8 Participate in as many steps of the RM process as practicable.			
<b>A1 13 PROCUREMENT MANAGEMENT</b>			
*A1 13.1 Read applicable FAR guidance on Contracting Officer			

<b>A1 Initial Acquisition Assignment Unit Follow-on Training Task List</b>	<b>Trainee Initials</b>	<b>Supervisor's Initials</b>	<b>Date</b>
responsibilities and discuss with your PCO.			
*A1 13.2 Review the acquisition strategy for your program.			
*A1 13.3 Review the contract and contract mods/mod log(s) for your program and find the key sections, read the SOW/PWS and identify the key deliverables and deliverable dates.			
*A1 13.4 Understand rationale for contract type recommendation based on nature of requirement.			
*A1 13.5 Participate in the development of SOO/SOW/PWS language which captures program needs.			
A1 13.6 Support the development of acquisition plans.			
*A1 13.7 If applicable, read your program's J&A.			
A1 13.8 Participate in your program's data call.			
*A1 13.9 Review AFMC Incentive Guide. If applicable, review your program's incentive plans and incentive award documents and discuss with PCO.			
A1 13.10 Support the development of a J&A for your program, as applicable.			
A1 13.11 Create a CDRL item based on data cost/benefit considerations.			
A1 13.12 Conduct market research on a project subject and be familiar with FEDBIZOPPS ( <a href="https://www.fbo.gov/">https://www.fbo.gov/</a> ).			
A1 13.13 Attend an industry day.			
A1 13.14 Attend a Bidders' Conference to observe agenda and conduct, discuss outcome with PCO.			
A1 13.15 Read the contractor's proposal for your program.			
A1 13.16 Review recent source selection decision documents			
A1 13.17 Participate in SSA and/or SSEB.			
A1 13.18 Collaborate with PCO and PM on competitive range determination.			
*A1 13.19 Support the development of the government's should cost position and expected schedule.			
A1 13.20 Support the analysis of a bidder's past performance and financial health status.			
*A1 13.21 Support technical evaluations and documentation of conclusions.			
A1 13.22 Support the development and presentation of outbriefs for presentation to offerors.			
*A1 13.23 Support a contract negotiation team – meet with contractor personnel.			
A1 13.24 Identify the data management process and individual responsibilities for your program and discuss with your data manager.			
A1 13.25 Participate in incentive award decisions for your program.			
A1 13.26 Identify the GFP/GFE/GFM management process and individual responsibilities for your program and discuss with your GFM			

<b>A1 Initial Acquisition Assignment Unit Follow-on Training Task List</b>	<b>Trainee Initials</b>	<b>Supervisor's Initials</b>	<b>Date</b>
manager. If your program does not have GFP, understand why.			
*A1 13.27 Review safeguards established on your program to avoid constructive changes (i.e. contract changes w/o formal written authority).			
*A1 13.28 Meet with DCMA personnel to discuss their services to the PM. Coordinate with DCMA personnel on acceptance and delivery of end items.			
A1 13.29 Understand and review source selection procedures. Be familiar with discussion and protest procedures.			
<b>A1 14 SYSTEMS ENGINEERING MANAGEMENT</b>			
*A1 14.1 Read the Systems Engineering Plan (SEP) for your project. Discuss with SE lead.			
*A1 14.2 Review SE policy with system engineering lead.			
*A1.14.3 Determine the key specifications and standards used on your project.			
*A1 14.4 Understand key SE events from IMP and IMS. Discuss with SE lead. Review the programs Key Performance Parameters (KPP), Technical Performance Measures (TPMs) and leading indicators			
A1 14.5 Identify what frequency management issues are applicable to your project.			
*A1 14.6 Be familiar with how your program implements OSS&E.			
A1 14.7 Assist in reviewing trade studies to evaluate alternative technical options to select a preferred solution.			
*A1 14.8 Assist in the development or review a requirements correlation matrix (RCM) to ensure verification of requirements are planned, accomplished and documented.			
*A1 14.9 Discuss with the lead systems engineer, what the top five systems engineering issues are for your program.			
*A1 14.10 Review the requirements traceability process/product.			
*A1 14.11 Participate in a design review.			
*A1 14.12 Discuss the requirements analysis and allocation process with the systems engineering team.			
*A1 14.13 Determine the analysis and control tools employed by systems engineering.			
*A1 14.14 Determine the configuration management process employed.			
*A1 14.15 Observe a Change Control Board (CCB).			
<b>A1 15 SOFTWARE ACQUISITION MANAGEMENT</b>			
*A1 15.1 Determine what kinds of software (new development, COTS, embedded, AIS) are being developed and integrated on the program.			
*A2 15.2 Review and understand your program's software development model phases and content.			
*A1 15.3 Review your program's software test and evaluation plan.			
*A1 15.4 Describe software metrics used on this program.			
<b>A1 16 ACQUISITION LOGISTICS MANAGEMENT</b>			

<b>A1 Initial Acquisition Assignment Unit Follow-on Training Task List</b>	<b>Trainee Initials</b>	<b>Supervisor's Initials</b>	<b>Date</b>
*A1 16.1 Read AFPD 63/20-1 and AFI 63-101 Acquisition and Sustainment Lifecycle Management.			
*A1 16.2 Read the Life Cycle Management and/or Product Support Management Plan.			
*A1 16.3 Take LOG 101 (Acquisition Logistics Fundamentals) on-line.			
*A1 16.4 Determine your Reliability, Maintainability, and Availability criterion. Determine how they are included in design and measured as either a design requirement or as a performance parameter.			
A1 16.5 Discuss purchasing and supply chain management with logistics lead.			
*A1 16.6 Review SORAP, Core, and 50/50 guidance and review program's documentation on SORAP and Core.			
*A1 16.7 Review guidance on ICS/CLS/Organic and transition to sustainment.			
*A1 16.8 Read Public-Private Partnerships in AFI 63-101 and discuss opportunities with logistics lead.			
<b>A1 17 SUSTAINMENT LOGISTICS MANAGEMENT</b>			
*A1 17.1 Read AFI 63-1101, Modification Management.			
*A1 17.2 Understand the usage of AF Form 1067, Modification Proposal.			
*A1 17.3 Discuss application of Performance Based Logistics (PBL) with logistics team.			
*A1 17.4 Identify key suppliers on your program.			
*A1 17.5 Identify modifications ongoing/planned on your program.			
A1 17.6 Identify the obsolescence items/DMSDS issues on your program.			
*A1 17.7 Review the Technical Orders (TO) in use/planned on your program.			
*A1 17.8 Identify the maintenance plan on your program.			
*A1 17.9 If applicable, identify where any depot level maintenance is accomplished.			
A1 17.10 Understand program's PDMSS schedule and personnel involved in processing changes/additions.			
<b>A1 18 TEST AND EVALUATION MANAGEMENT</b>			
*A1 18.1 Read AFI 99-103, Capabilities-based Test and Evaluation and AFPD 99-1, Test and Evaluation Process.			
*A1 18.2 Read the Test and Evaluation Master Plan (TEMP).			
*A1 18.3 Take TST 102 (Fundamentals of Test and Evaluation).			
*A1 18.4 Determine the membership of your integrated test team. Determine your Responsible Test Organization (RTO). Meet the testers (i.e. your local AFOTEC or RTO office).			
*A1 18.5 Review the objectives of test planning meetings and participate in one.			

<b>A1 Initial Acquisition Assignment Unit Follow-on Training Task List</b>	<b>Trainee Initials</b>	<b>Supervisor's Initials</b>	<b>Date</b>
*A1 18.6 Know your program's seamless verification plan and how DT and OT are blended into a common test strategy			
*A1 18.7 Determine the content, purpose and timing of required Test and Evaluation Reporting.			
*A1 18.8 Accomplish deficiency reporting as required that is comprehensive and addresses test issues			
<b>A1 19 MANUFACTURING MANAGEMENT</b>			
*A1 19.1 Read your Capabilities Production Document (CPD).			
*A1 19.2 Discuss production planning with members of the systems engineering team.			
*A1 19.3 Review program strategy for providing/using GFE on program (e.g. "make or buy" purchase decisions).			
*A1 19.4 Review and discuss contractor's and/or subcontractor's production quality management system with your supervisor. How are processes monitored, analyzed and improved? What quality testing/sampling is done? How is re-work minimized?			
A1 19.5 Identify production changes involved on your program.			
A1 19.6 Observe a Production readiness Review (PRR) or Manufacturing Readiness Assessment (MRA)			
A1 19.7 Read "The Goal: A Process of Ongoing Improvement" by Eliyahu M. Goldratt and Jeff Cox for a readable understanding of process improvement principles, or similar book. If you do not want to purchase it, borrow one from the library or one of your co-workers.			
<b>A1 20 DEPLOYMENT</b>			
*A1 20.1 Identify using MAJCOMs, lead MAJCOM and FMS countries if applicable.			
A1 20.2 Identify number of fielded systems and which operating locations they are located at.			
A1 20.3 Participate in a Site Activation Task Force (SATAF) visit.			
A1 20.4 Participate in beddown planning with the user.			
*A1 20.5 Determine your program's RAA, IOC, and FOC definitions and know their dates.			
<b>A1 21 MENTORING</b>			
A1 21.1 Participate in a formal mentoring program if available. If not available, seek informal mentoring opportunities. (Refer to AFI 36-3401)			

<b>A2 Second and Third Acquisition Assignment Unit Follow-on Training Task List</b>	<b>Trainee Initials</b>	<b>Supervisor's Initials</b>	<b>Date</b>
<b>A2 Acquisition Manager Training Task List</b>			
<b>Core tasks indicated by *</b>			
<b>A2 1 ACQUISITION MANAGEMENT TRAINING FLOW</b>			
A2 1.1 Commander's/Director's initial interview			
A2 1.2 Initial Unit and Base Orientation			
*A2 1.3 Attend Commander's/Director's orientation.			
A2 1.4 Complete base/unit acculturation process.			
*A2 1.5 Attend unit mission briefing. Learn your organization's mission, goals and objectives.			
*A2 1.6 Complete base/center familiarization/tour (may be part of acculturation)			
* A2 1.7 Review 1 <sup>st</sup> assignment core tasks and repeat as applicable.			
<b>A2 2 PROJECT/PROGRAM MANAGEMENT CONTEXT</b>			
A2 2.1 Attend a conference or seminar related to defense acquisition issues.			
*A2 2.2 Review and discuss the industry standards / best practices used on your program with your supervisor.			
A2 2.3 Read applicable periodicals/journals related to project management (e.g., AT&L, PMI).			
A2 2.4 Identify how your program fits in to the contractor's overall business strategy and portfolio.			
A2 2.5 Attend the ALCP-I course (re: Part I, Section B)			
*A2 2.6 Participate in significant program review or in preparing and coordinating Milestone Review documents.			
*A2 2.7 Participate in development and approval of an Acquisition Strategy.			
*A2 2.8 Lead a multifunctional team/organization to accomplish a substantial project (e.g., ACAT III or equivalent).			
*A2 2.9 Participate in negotiations with a contractor for meeting program and contractual needs.			
*A2 2.10 Construct a chart or summary of significant stakeholders on your project, identify the types of influence/power each has over your project, and apply appropriate influence strategies for each stakeholder.			
*A2 2.11 Write performance reports and provide performance feedback for subordinates.			
*A2 2.12 Write or maintain individual career development plans with subordinates.			

<b>A2 Second and Third Acquisition Assignment Unit Follow-on Training Task List</b>	<b>Trainee Initials</b>	<b>Supervisor's Initials</b>	<b>Date</b>
<b>A2 3 PROJECT/PROGRAM MANAGEMENT PROCESSES</b>			
*A2 3.1 Review PMI's Project Management Body of Knowledge (PMBOK) and the DoD PMBoK Extension.			
<b>A2 4 PROJECT/PROGRAM INTEGRATION MANAGEMENT</b>			
A2 4.1 Lead the development of the acquisition strategy for a project/program.			
*A2 4.2 Lead the development of a program plan and program baseline.			
*A2 4.3 Participate in an IBR to document a contract baseline.			
*A2 4.4 Use management data and metrics to determine your program's cost, schedule, and/or performance status and outlook.			
*A2 4.5 Lead your program team's efforts to gain insight and manage your contractor's efforts.			
*A2 4.6 Lead a program change through your organization's change management process.			
A2 4.7 Identify program issues that could lead to a program breach and/or re-baseline and recommend potential actions to senior leadership.			
*A2 4.8 Lead a budget-related what-if drill on your program and report the findings to senior leadership.			
A2 4.9 Lead the review, establishment or update of an PMA with your customer.			
<b>A2 5 PROJECT/PROGRAM SCOPE MANAGEMENT</b>			
*A2 5.1 Prepare for and complete a key decision point/milestone decision review.			
*A2 5.2 Approve & implement project/program purpose, scope & objectives.			
*A2 5.3 Develop or approve program level IMP.			
*A2 5.4 Develop or approve program level WBS, CWBS, RAM.			
*A2 5.5 Lead an IPT to map program scope changes to program sub-elements.			
<b>A2 6 SCHEDULE MANAGEMENT</b>			
*A2 6.1 Apply schedule control methods.			
*A2 6.2 Determine schedule risk reduction efforts planned or underway.			
*A2 6.3 Calculate schedule confidence (attrition-based planning).			



<b>A2 7 COST MANAGEMENT</b>			
*A2 7.1 Participate in a program control budget activities review.			
*A2 7.2 Help prepare for and participate in the execution review process and the required reporting to higher headquarters.			
*A2 7.3 Participate in review of program office estimates - from program office creation to higher headquarters approval.			
A2 7.4 Assess cost studies and formulate program and budget strategies for program execution.			
A2 7.5 Task, review and implement options resulting from LCC studies into program strategic plan.			
*A2 7.6 Evaluate & approve CARD requirements and determine completeness of program CARD.			
*A2 7.7 Participate as an active member on budget/POM teams.			
*A2 7.8 Serve on team reviewing budget submission for compliance with congressional & DOD financial rules.			
A2 7.9 Review process and documentation requirements for program new starts or modifications.			
*A2 7.10 Evaluate EVMS data to develop and implement program recommendations to improve cost/schedule performance, as applicable.			
A2 7.11 Review/participate in a reprogramming action.			
*A2 7.12 Work with budget staff to interpret funding issues within bounds of FAR and FM regulations and guide staff to determine best course of action for execution.			
*A2 7.13 Participate in budget year close-out sessions.			
<b>A2 8 QUALITY MANAGEMENT</b>			
A2 8.1 Assist in the development, evaluation and/or implementation of a project Quality Management Plan.			
A2 8.2 Evaluate quality assessments/metrics in relationship to quality requirements and take appropriate action.			
*A2 8.3 Use quality control data or a deficiency report to improve product quality.			
<b>A2 9 HUMAN RESOURCE MANAGEMENT</b>			
A2 9.1 If applicable, support a reorganization effort within your organization.			
A2 9.2 Establish and defend the need for organic and contracted resources for your IPT. Obtain approvals and funding to obtain needed contracted support.			
*A2 9.3 Provide recommendations on the design, membership, and roles and responsibilities of a new IPT. Document in an IPT Charter.			
A2 9.4 Identify the organizational processes for obtaining qualified organic and contractor resources to support organizational duty assignments and your IPT.			
A2 9.5 Create a staffing management plan that identifies long			

range organic and contractor resource requirements for your IPT.			
A2 9.6 Negotiate with functional leadership for organic support.			
A2 9.7 Acquire and manage the contracted support.			
*A2 9.8 Plan and implement a team training activity.			
*A2 9.9 Collaborate with others inside and outside the program office (lead by example).			
*A2 9.10 Recognize your team members in public/team forum.			
*A2 9.11 Work with an experienced senior leader to write a team member's performance appraisal, OPR, or EPR as applicable.			
*A2 9.12 Participate in one or more working groups that support your IPT.			
<b>A2 10 COMMUNICATIONS MANAGEMENT</b>			
A2 10.1 Construct, obtain approval for, and maintain a communications management plan.			
A2 10.2 Answer a media or freedom of information request.			
*A2 10.3 Prepare and approve several types of status and progress reports.			
*A2 10.4 Organize, establish agenda, and lead more than one PMR or working group.			
*A2 10.5 Review, evaluate and perform variance/trend analysis of project EVMS data and take/advise of management actions based on the results.			
*A2 10.6 Establish performance measurement metrics for a project and use them to make program decisions.			
*A2 10.7 Interpret SMART data.			
*A2 10.8 Coordinate a CPAR.			
*A2 10.9 Prepare and submit program obligations & expenditures status reports.			
A2 10.10 Build or update the plan for administrative closure on a program.			
<b>A2 11 RISK MANAGEMENT</b>			
*A2 11.1 Conduct qualitative and quantitative risk assessments for your projects.			
*A2 11.2 Determine overall risk ranking for your program.			
*A2 11.3 Lead implementation of risk management processes for your project.			
<b>A2 12 PROCUREMENT MANAGEMENT</b>			
*A2 12.1 Work with PCO and others' tasks (use their outputs) to execute program.			
*A2 12.2 Be involved with final decision on contract type.			
*A2 12.3 Be involved with final decision on acquisition approach (commercial or other).			

*A2 12.4 Lead the development and approval of the SOO/SOW/PWS.			
*A2 12.5 Lead the development and approval of the coordinated acquisition plan.			
A2 12.6 Manage development of the RFP and approve final release.			
A2 12.7 Write J&A for your program.			
*A2 12.8 If your program has data rights or intellectual property issues, discuss with PCO and/or intellectual property attorney.			
*A2 12.9 Be involved with writing the incentive plan, evaluation criteria, instructions to offerors, and section L&M for your program if applicable.			
*A2 12.10 Lead the development of a Contract Change Proposal or an Engineering Change Proposal.			
A2 12.11 Lead the conduct of a bidder's conference and synthesize the results to improve RFP and other program documents.			
A2 12.12 Serve as an SSEB member.			
A2 12.13 Lead the development of the government's "should cost" position and expected schedule.			
A2 12.14 Present outbriefs to offerors and answer questions.			
A2 12.15 Approve data needs and direct contract implementation.			
*A2 12.16 Develop incentive implementation procedures and lead the determination of an incentive award.			
*A2 12.17 Coordinate with DCMA Quality Services personnel on acceptance and delivery of end items.			
*A2 12.18 Lead the contract mod process and supply necessary requirements language.			
*A2 12.19 Analyze GFP requirements for program use and monitor its suitability and timely delivery.			
A2 12.20 Present FDO or similar final decisions to contractor.			
*A2 12.21 Establish safeguards on your program to avoid constructive changes and ensure compliance.			
A2 12.22 Lead CCB process.			
A2 12.23 Determine the current block/increment/spiral configuration of your system and understand the user's future intent of the system.			
<b>A2 13 SYSTEMS ENGINEERING MANAGEMENT</b>			
A2 13.1 Participate in writing/updating the SEP.			
A2 13.2 Manage OSS&E applications on your program.			
*A2 13.3 Assist in planning and employing an M&S strategy for a program/project.			
*A2 13.4 Use the Systems Engineering requirements traceability process to make program decisions affecting the			

product design and ability to meet user needs.			
*A2 13.5 Assist in reviewing the outcomes of technical reviews to determine if the development program should move to the next phase.			
*A2 13.6 Ensure the ICDs are properly drafted and in place for your program. Participate in developing an ICD/CDD/CPD update.			
*A2 13.7 Prepare for and brief CCB on a proposed change to your project.			
<b>A2 14 SOFTWARE ACQUISITION MANAGEMENT</b>			
*A2 14.1 Analyze the software metrics (TPM, SPRs, etc) on your program to determine what corrective action is required.			
*A2 14.2 Participate in a software design review.			
*A2 14.3 Discuss software development and design with systems engineering team. Determine your contractor's SW maturity level.			
<b>A2 15 ACQUISITION LOGISTICS MANAGEMENT</b>			
*A2 15.1 Assist in leading a formal design review and ensure supportability requirements are considered in program decisions.			
*A2 15.2 Assist in writing and obtaining approval of project SORAP and Core documents.			
*A2 15.3 Assist in managing ICS and transition to sustainment phase. Understand the difference between ICS and CLS.			
*A2 15.4 Understand the scheduling and execution plan for delivery of all related logistics requirements (e.g. spares, tech Orders, support equipment, training, etc).			
*A2 15.5 Understand the roles and responsibilities of the Product Support Manager.			
<b>A2 16 SUSTAINMENT LOGISTICS MANAGEMENT</b>			
*A2 16.1 Participate in product support management decisions.			
*A2 16.2 Understand the programs Transition Support Plan (TSP).			
<b>A2 17 TEST AND EVALUATION MANAGEMENT</b>			
*A2 17.1 Participate in test management decisions.			
*A2 17.2 Incorporate test team members in program decisions.			
*A2 17.3 Participate in test reporting.			
*A2 17.4 Understand the linkages between the programs KPP/KSA's and the Test Plan.			
*A2 17.5 Understand the Government's DT/OT agencies Program Introduction Document (PID) and Statement of Capability (SOC).			
<b>A2 18 MANUFACTURING MANAGEMENT</b>			
A2 18.1 Ensure producibility considerations are addressed during design reviews.			
A2 18.2 Assist in the development of a production plan that fully addresses producibility, feasibility and readiness.			

A2 19 SECURITY ASSISTANCE			
A2 19.1 Take the on-line DISAM Orientation Course. ( <a href="http://www.disam.dsca.mil/DistLearn/SAM-OC.htm">http://www.disam.dsca.mil/DistLearn/SAM-OC.htm</a> )			
A2 19.2 If assigned to an FMS program, complete SAM-C in-residence course at DISAM, Wright-Patterson AFB.			
A2 19.3 Review the Security Assistance Management Manual (SAMM) ( <a href="http://www.disam.dsca.mil/pubs/publications.asp">http://www.disam.dsca.mil/pubs/publications.asp</a> ).			
A2 19.4 Review a Letter of Request (LOR) or a Letter of Offer and Acceptance (LOA) from a foreign customer or from the samples in the SAMM.			
A2 19.5 Distinguish between the different security assistance programs and how they are funded.			
A2 20 MENTORING			
*A2 20.1 Mentor/coach a junior acquisition management officer or civilian.			

## PART II

### Section C - SUPPORT MATERIALS

1. **Support Materials.** The following list of support materials covers the most frequently referenced.

1.1. Instructions and Directives.

- DoDD 5000.1: *The Defense Acquisition System*
- DoDI 5000.2: *Operation of the Defense Acquisition System*
- DoDD 5000.52: *Defense Acquisition, Technology, and Logistics Workforce Education, Training, and Career Development Program*
- DoDI 5000.66: *Operation of the Defense Acquisition, Technology, and Logistics Workforce Education, Training, Career Development Program*
- DoD 5105.38-M: *Security Assistance Management Manual*)
- DoD 5500.7-R: *Joint Ethics Regulation*
- DoD 7000.14-R: *Department of Defense Financial Management Regulations*
- CJCSI 3170.01G: *Joint Capabilities Integration and Development System*
- AFI 10-601: *Operational Capability Requirements Development*
- AFMAN 16-101: *International Affairs and Security Assistance Management*
- AFH 33-337: *The Tongue and Quill*
- AFI 36-601: *Air Force Civilian Career Program Management*
- AFI 36-1001: *Managing the Civilian Performance Program*
- AFI 36-1004: *The Air Force Civilian Recognition Program*
- AFI 36-2406: *Officer and Enlisted Evaluation Systems*
- AFI 36-2501: *Officer Promotions and Selective Continuation*
- AFPAM 36-2506: *You and Your Promotions - The Air Force Officer Promotion Program*
- AFI 63-101: *Acquisition and Sustainment Life Cycle Management*
- AFPD 63-1 & 20-1: *Acquisition and Sustainment Life Cycle Management*
- AFI 63-1201: *Life Cycle Systems Engineering*
- AFPD 99-1: *Test and Evaluation Process*
- AFI 99-103: *Capabilities Based Test and Evaluation*
- AFI 10-2501: *Air Force Emergency Management Program Planning and Operations*
- AFMAN 10-2602: *Nuclear, Biological, Chemical, and Conventional Defense, Operations and Standards*
- PMBoK: *Program Management Body of Knowledge*
- DoD Extension to the PMBoK

1.2. Websites.

- Acquisition Program Management Career Field Resources: <https://www.my.af.mil/gcss-af/afp40/USAF/ep/personalTab.do?command=global&channelPageId=-1992233&pageId=681742>
- Acquisition Management Career Field Education and Training Plan: <https://www.my.af.mil/gcss-af/afp40/USAF/ep/browse.do?categoryId=-1992242&parentCategoryId=-1992242&pageId=681742&channelPageId=-1992233>
- Acquisition Career/APDP Resources (training site links and record review): <https://www.my.af.mil/gcss-af/afp40/USAF/ep/personalTab.do?command=global&channelPageId=-2061051&pageId=681742>

**PART II**  
**Section D - TRAINING COURSE INDEX**

1. **Purpose.** This section of the CFETP identifies training courses available in the Acquisition Management Specialty.

2. **Entry-Level and AFSC Awarding Courses.**

2.1 Completion of the following course is mandatory for the award of the entry-level AFSC, and includes all new military and civilian accessions. The rest are required at the basic level and lead to Level I certification in Program Management.

**CRS NO./TITLE**

**LOCATION**

FAM 103

AFIT/LSB, 3 weeks in-residence

Air Force Fundamentals of Acquisition Management (AFFAM)

2.1.1. **Fundamentals of Acquisition Management Course.** Provides training for Air Force officers and civilians entering the Acquisition Management career field. The course provides students with a foundation in acquisition management skills and an overview of the entire weapon systems acquisition process, from requirements identification through pre-systems acquisition, systems acquisition, operations and sustainment, and disposal. The course covers the entire acquisition process as outlined in key DOD-level documents, with additional information on Air Force-specific processes and methodologies. The course includes instruction on teaming, ethics, the acquisition professional development program, and provides students with a working knowledge of all key functional disciplines and the defense acquisition system. The course uses a combination of classroom lecture/discussion and group projects/exercises.

2.1.2. AFFAM includes ACQ 101 accomplishment (shown as FAM 101 if taken locally). This course is the initial course for all acquisition functional disciplines and is mandatory for Level I certification in Program Management. It is mandatory for cross flows below the grade of O-4 or GS-13 (or equivalent).

**CRS NO./TITLE**

**LOCATION**

ACQ 101

On-line

Fundamentals of Systems Acquisition Management

2.1.3. **Fundamentals of Systems Acquisition Management Course, ACQ 101.** This course provides a broad overview of the DoD systems acquisition process, covering all phases of acquisition. ACQ 101 introduces the Joint Capabilities Integration and Development Systems (JCIDS); Planning, Programming, Budgeting and Execution (PPBE) process; DoD 5000 series policy documents; and current issues in systems acquisition management. Designed for individuals who have little or no experience in DoD acquisition management, ACQ 101 has proven very useful to personnel in headquarters, program management, and functional or support offices. Required training for Level I certification in Program Management. Incorporated into AFFAM. Recommended to complete prior to AFFAM.

**CRS NO./TITLE**

**LOCATION**

SYS 101

On-line

Fundamentals of Systems Planning, Research, Development and Engineering

2.1.4. **Fundamentals of Systems Planning, Research Development and Engineering, SYS 101.** This course is a technically rigorous, comprehensive introduction to systems engineering and the various

technical management and technical processes involved in its application. Based around the 16 systems engineering processes outlined in the Defense Acquisition Guidebook, SYS 101 provides the essential foundations needed for Systems Planning, Research, Development and Engineering (SPRDE) careerists and others to effectively participate in the application and the management of DoD systems engineering processes and their activities.

CRS NO./TITLE	LOCATION
CLB 007 Cost Analysis	On-line

2.1.5. **Cost Analysis** focuses on the basic cost analysis process. Cost estimates are one of the fundamental building blocks of any acquisition program. At the end of this module, the student will be able to define various financial management terms as they relate to the defense acquisition process, determine when various cost estimates are required to be prepared, determine what estimating methodology is most appropriate, and what cost data is of interest to various program stakeholders.

CRS NO./TITLE	LOCATION
CLB 016 Introduction to Earned Value Management	On-line

2.1.6. **Introduction to Earned Value Management** focuses on basic cost estimating tools and techniques. Cost estimates are one of the fundamental building blocks of the acquisition process. The cost estimate and its supporting budget are a part of the baseline against which a program's progress and success are measured.

### 3. **Proficiency and Qualified AFSC Awarding Courses.**

3.1. Completion of the following courses is required at the intermediate level and leads to Level II certification in Program Management.

CRS NO./TITLE	LOCATION
ACQ 201A Intermediate Systems Acquisition, Part A	On-line

3.1.1. **Intermediate Systems Acquisition, ACQ 201, Part A.** Uses computer-based training to prepare mid-level acquisition professionals to work in integrated product teams by understanding systems acquisition principles and processes. Both ACQ 201A and ACQ 201B are required for DAWIA certification. Students who successfully complete this course will: enhance their knowledge of the business, technical, and managerial aspects of acquisition; understand and appreciate the critical role that each functional discipline plays in the acquisition process; and using computer-based training, theoretically participate in simulated integrated product teams to develop plans and resolve problems. Officers and civilians should take ACQ 201 A/B between the 18<sup>th</sup> and 24<sup>th</sup> month of experience in their first acquisition assignment.

CRS NO./TITLE	LOCATION
ACQ 201B Intermediate Systems Acquisition, Part B	In-residence, 5 days

3.1.2. **Intermediate Systems Acquisition, ACQ 201, Part B.** Prepares mid-level acquisition professionals to work effectively in integrated product teams by understanding systems acquisition



principles and processes. Both ACQ 201A and ACQ 201B are required for DAWIA certification. Students who successfully complete this course will: enhance and apply their knowledge of the business, technical, and managerial aspects of acquisition; understand and appreciate the critical role that each functional discipline plays in the acquisition process; and effectively participate in integrated product teams and apply knowledge gained in ACQ 201A to develop plans and resolve problems.

**CRS NO./TITLE**

**LOCATION**

PMT 251 and PMT 257  
Program Management Tools

On-line, followed by 4 day virtual classroom

**3.1.3. Program Management Tools, PMT 251 and PMT 257.** Provides application skills needed in a program office or as an Integrated Product Team (IPT) lead. It is a follow-on to ACQ 201B and is designed to enhance program management skills. It is required, along with ACQ 201B, for Level II certification in Program Management (PM) and also prepares students for later work in the Level III Program Management Office Course, PMT 352, Parts A and B. Students who successfully complete this course will be able to: apply best practices for establishing effective IPTs; develop Work Breakdown Structures (WBSs); build program schedules and apply risk management principles using state-of-the-industry software; apply current cost estimating processes; perform contract planning and post-award activities; and use earned value tools and techniques for program planning and control. Officers and civilians should take PMT 251 and PMT 257 at around the 24-month point during the first acquisition assignment. IPM 301 can be taken to fulfill these two courses.

**CRS NO./TITLE**

**LOCATION**

CON 115  
Contracting Fundamentals

On-line

**3.1.4. Contracting Fundamentals, CON 115.** Covers mission support planning strategies, how to research the Federal Acquisition Regulation (FAR) and Defense Federal Acquisition Regulation Supplement (DFARS), how to conduct effective market research, how socioeconomic programs support the acquisition planning process and how to execute acquisition planning through solicitation and contract award. Instruction will also include benefits of early industry involvement in shaping requirements, basic procedures for acquisition of commercial and noncommercial requirements, how to conduct basic competitive acquisitions, how to process awards, how to handle protests before and after contract award, how to identify and evaluate contractor performance metrics and performance remedies, how to process contract changes, handle disputes and how to close out completed contracts.

**CRS NO./TITLE**

**LOCATION**

SAM 101  
Basic Software Acquisition Management

On-line

**3.1.5. Basic Software Acquisition Management, SAM 101.** Covers introductory-level concepts in DoD information systems acquisition management. It covers software acquisition/development risks, DoD regulatory and technical frameworks, software and system architectures, and software development life cycle and integration processes. Software standards, measurements, testing, security, quality issues, process maturity, as well as best practices for the management of software-intensive systems are also reviewed. SAM 101 or IRM 101 is required for Level II certification in Program Management.

**CRS NO./TITLE**

IRM 101

Basic Information Systems Acquisition

**LOCATION**

On-line

3.1.6. **Basic Information Systems Acquisition, IRM 101.** Within the framework of a program office IPT, this course covers introductory-level concepts in DoD information systems and software acquisition management. Key areas covered include DoD regulatory and technical frameworks, common software risks, software and system architectures, lifecycle reviews and software development and integration processes. Software standards, information assurance, software and system measures, testing, contracting issues, software quality, and the role of process maturity, as well as best practices for the management of software-intensive systems are also introduced. SAM 101 or IRM 101 is required for Level II certification in Program Management.

**CRS NO./TITLE**

IPM 301

Intermediate Project Management

**LOCATION**

AFIT in-residence, 9 days

3.1.7. **Intermediate Project Management, IPM 301.** Provides Air Force officers and civilians a deeper foundation in everyday project management skills. More advanced project management topics are addressed using a combination of in-class lectures and discussions, project management readings and case studies, and individual/group exercises. Topics include: business case analysis, stakeholder management, communications management, time management, project planning, project execution and status reporting, project recovery, and transferring project management responsibility. The centerpiece of the course is a dynamic project management simulation, which integrates and applies these project management topics. IPM 301 builds on basic project management education newcomers to acquisition receive in the AF Fundamentals of Acquisition Management (AFFAM) course. This course should be completed after approximately 30 months of acquisition experience and preferably not later than 36 months. This course is mandatory for all acquisition managers with less than 48 months of program management experience. This course fulfills PMT 251 and PMT 257.

#### 4. **Advanced Acquisition Management Courses.**

4.1 Completion of the following courses is mandatory for all military and civilian acquisition managers, and leads to Level III certification in Program Management.

**CRS NO./TITLE**

BCF 102

Fundamental of Earned Value Management (Beginning in FY13, this course will be listed as EVM 101)

**LOCATION**

On-line

4.1.1. **Fundamental of Earned Value Management.** The course summarizes the language, data reports, metrics, graphs, and management processes associated with EVM as they apply to DoD acquisition management. Students learn the processes related to the Performance Measurement Baseline, the Integrated Baseline Review, and the American National Standards Institute/Electronic Industries Alliance (ANSI/EIA) for EVM systems. Additionally, students evaluate and compute basic EVM metrics and EVM metric-based estimates at completion.

**CRS NO./TITLE**

BCF 103

Fundamental of Business Financial Management

**LOCATION**

On-line

4.1.2. **Fundamentals of Business Financial Management.** This course helps students develop the skills necessary for formulating and executing a program office budget. Topics covered in this course include cost analysis; funding policies; the DoD planning, programming, budgeting, and execution process; the congressional enactment process; and the budget execution process.

CRS NO./TITLE	LOCATION
LOG 103	On-line
Reliability, Availability, and Maintainability (RAM)	

4.1.3. **Reliability, Availability, and Maintainability (RAM).** This course helps students understand the relationship between reliability, availability and maintainability (RAM) as a critical factor in design, performance, cost, and sustainment. The course addresses the cross-disciplinary actions of Program Management, Systems Engineering, Test & Evaluation and both acquisition logistics and sustainment to evaluate the impact of reliability and maintainability decisions. Stressing a conceptual approach, the course presents basic reliability, availability and maintainability terminology and engineering practices. It discusses current legislative and DoD policy that have invigorated systems engineering and logistics engineering processes to improve the requirements process, minimize risk through reliability growth programs and ensure effectiveness and suitability through developmental and operational test and evaluation.

CRS NO./TITLE	LOCATION
SYS 202	On-line
Intermediate Systems Planning, Research, Development and Engineering, Part 1	

4.1.4. **Intermediate Systems Planning, Research, Development and Engineering, Part 1, SYS 202.** This journeyman-level technical course provides an understanding of how the DoD systems engineering (SE) processes can be applied within the context of the activities illustrated on the DAU Integrated Defense Acquisition, Technology, & Logistics Life Cycle Management Framework chart. Course content includes the scope and role of SE and its key technical inputs and outputs, the key aspects of technical baselines and the role of technical reviews, and important design considerations. Students who successfully complete this course will be able to: outline SE activities in the context of the various life cycle phases of the Defense acquisition framework; understand the scope of SE and its relationship to other program management functions across the life cycle; list important design considerations and their impacts; and understand the linkage of technical reviews to technical program management. Officers and civilians should take SYS 202 between their 4th and 8th year of acquisition experience.

CRS NO./TITLE	LOCATION
PMT 352A	On-line
Project Management Office Course, Part A	

4.1.5. **Program Management Office Course, PMT 352A.** It is designed to train Level II qualified students to be effective PM Level III leaders in a program office by honing analysis, synthesis, and evaluative skills. PMT 352A focuses on key PMO knowledge and skills not covered in the prerequisite courses. This course must be completed prior to attending PMT 352B. Students who successfully complete this course will be able to: describe the role of science and technology in supporting the system acquisition process; understand Information Technology (IT) policy, best practices, information assurance measures, and interoperability considerations; describe current manufacturing and logistics concepts and best practices, such as lean manufacturing and supply chain management; and explain appropriate management and decision-making models to aid in addressing various acquisition program

issues (business and financial; international; environmental, safety, and health; etc.). This course should be completed after approximately 8 years of acquisition experience.

**CRS NO./TITLE**

**LOCATION**

PMT 352B

In-residence, 4 weeks

Project Management Office Course, Part B.

**4.1.6. Program Management Office Course, PMT 352B.** PMT 352B features scenario-based practical exercises with topical themes, such as interoperability, prototyping, and evolutionary acquisition. Students who successfully complete this course will be able to: lead and contribute to effective teams in a DoD PMO; apply critical-thinking and problem-solving skills to systems acquisition problems throughout a defense systems life cycle; understand, analyze, and develop solutions to cost, schedule, and performance issues faced in defense program management; and evaluate the tradeoffs in program decisions in compliance with DoD 5000 Series directives. This course should be completed after approximately 8 years of acquisition experience.

4.2 The following are post-Level III assignment-specific courses:

**CRS NO./TITLE**

**LOCATION**

PMT 403

In-residence, Ft. Belvoir; 10 class days

Program Manager's Skills Course

**4.2.1. Program Manager's Skills Course, PMT 403.** An assignment-specific course designed to meet the learning and performance needs of newly selected ACAT III Program Managers. During the Program Manager's Skills course, students assess their program and personal skills, update their functional knowledge, and examine lessons learned from recent programs. PMT 403 focuses on the use of the survival skills necessary to manage an ACAT III DoD acquisition program effectively. Students who successfully complete this course will be able to: identify and prioritize the top issues they will face during their first 6 to 12 months as an ACAT III program manager; create a plan, including resources and metrics, to address those issues; and understand how the current acquisition system operates and know how to operate effectively within it.

**CRS NO./TITLE**

**LOCATION**

PMT 401

In-residence, Ft. Belvoir; 10 weeks

The Program Manager's Course

**4.2.2. The Program Manager's Course, PMT 401.** An intense, highly integrated 10-week case-study-based learning experience. Group discussions, distinguished guest practitioners, team projects, exercises, simulations, study groups, and an elective program enable the learner to customize a portion of the course. Time will be available to internalize the material through independent study and informal work with peers. Course content will rely upon challenges, problems, and dilemmas derived from extensive current interviews with Program Managers (PMs), Program Executive Officers (PEOs), and other stakeholders. The dilemmas will be those that course graduates can expect to confront when they return to their workplaces. Learners who successfully complete this course will be able to: apply critical thinking when confronted by problems and dilemmas on a day-to-day basis; lead and integrate disparate functional groups and develop a cohesive team capable of coping with the complex problems common to Program Management Offices (PMOs) and PEOs; and identify and apply best business practices to achieve win-win relationships with industry partners. PMT 401 is a statutory prerequisite for PMT 402.

**CRS NO./TITLE**

**LOCATION**

**4.2.3. Executive Program Manager's Course, PMT 402.** An assignment-specific course designed to meet the learning and performance needs of newly selected Program Executive Officers (PEOs), Deputy PEOs (DPEOs), and ACAT I (ID/IC and IAM/IAC) and II Program Managers (PMs)/Deputy Program Managers (DPMs). Skills and behaviors are developed through a concentrated 4-week resident period preceded by approximately 60 days of self-assessment and assessment of your program and program office. Students who successfully complete this course will be able to: complete a comprehensive assessment of their programs, program offices, and of themselves; identify program and program office issues; fill knowledge needs and work issues; and develop a plan of action to better manage their programs, program offices, and professional development. PMT 402 is a statutory requirement upon selection to an ACAT I/II Program Manager, Deputy Program Manager or PEO position.

**5. Enhancement and Currency Training.** Talk to your supervisor about acquisition-related courses or events would be right to develop your skills and maintain proficiency. Use the Core Plus recommended courses shown in the development guide which are most applicable to your assignment. As an acquisition professional you are required to achieve 80 continuous learning (CL) points every two years to maintain professional currency. Guidance can be found at: <https://www.my.af.mil/gcss-af/USAF/ep/browse.do?programId=t6925EC2E48B80FB5E044080020E329A9&channelPageId=s6925EC1348B50FB5E044080020E329A9>. Air Force acquisition personnel are required to record their CL points for credit using the on-line ACQ Now CL system (<https://www.atrrs.army.mil/channels/acqnowcl/>). Currency, as documented in ACQ Now CL, may be used as a screening criterion for Air Force acquisition awards and career development programs.

**5.1 Assignment-Specific Training Courses.** "Assignment-specific" training builds upon the foundation established through certification training by addressing job-specific needs for the current position, mission area and program situation. Refer to the DAU and AFIT catalogs, Core Plus recommendations, and to the assignment-specific training page at <https://www.my.af.mil/gcss-af/afp40/USAF/ep/browse.do?categoryId=-2061061&parentCategoryId=-2061061&pageId=681742&channelPageId=-2061051> for training tailored to your role or your mission area. This training can span several functional areas -- don't restrict yourself to "PM" courses.

**5.1.1. AFIT School of Systems and Logistics (AFIT/LS).** AFIT/LS offers online and resident professional continuing education in a range of acquisitions topics. Registration is available at AFIT Now: <https://www.atrrs.army.mil/channels/afitnow/>

**5.1.2. Defense Acquisition University (DAU):** DAU provides a full range of basic, intermediate, advanced, certification and assignment-specific courses to support the position requirements, career goals and professional development of the AT&L Workforce. In addition, DAU offers a wide range of continuous learning modules online to meet currency needs of the acquisition professional. It is in the best interest of the trainee to take classes in other acquisition function areas to gain a better understanding of those areas and make them a more knowledgeable program manager. See latest Core Plus guidance for recommended modules according to assignment type. Full information and course descriptions can also be found at <http://www.dau.mil/>.

Course registration can be found here: <https://www.atrrs.army.mil/channels/acqnow/>

**ACQUISITION MANAGERS CAREER FIELD EDUCATION AND TRAINING PLAN  
2012 EDITION**

**BY ORDER OF THE SECRETARY OF THE AIR FORCE**

**OFFICIAL**

PATRICK M. HOGAN  
Director, Acquisition Career Management  
Assistant Secretary (Acquisition)